Inalum

ANNUAL REPORT 2025

GALVANIZING GROWTH

Strengthening National Downstream Production
through an Integrated Green Aluminium Ecosystem

Published on Website

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Disclaimer and Limitation of Liability

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For preparation of the 2025 Annual Report of PT Indonesia Asahan Aluminium contains references and standards applicable in Indonesia, where the Company is domiciled and has developed its operations and business activities. This Annual Report is published based on Law No. 40 of 2007 concerning Limited Liability Companies Chapter IV Part Two, as well as the Minister of State-Owned Enterprises Regulation No. PER-2/MBU/03/2023 concerning Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises, and has been prepared in accordance with Financial Services Authority Regulation No. 29/POJK.04/2016 concerning Annual Reports of Issuers or Public Companies, and Financial Services Authority Circular Letter No. 16/SEOJK.04/2021 concerning the Form and Content of Annual Reports of Issuers or Public Companies.

This Annual Report contains statements of the Company's financial condition, operating performance, projections, plans, strategies, policies, and objectives, which are classified as forward-looking statements in the applicable laws and regulations, except for matters of a historical nature. These statements are subject to risks and uncertainties and may result in actual developments that differ materially from those reported.

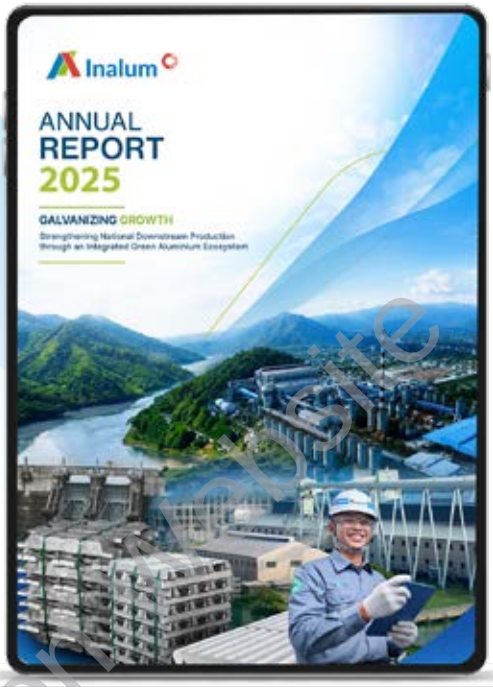
The prospective statements in this annual report are based on assumptions concerning INALUM's current and future conditions and the business environment in which the Company operates. The statements contained in this Annual Report are not a guarantee of future performance, as the actual future performance may differ from those expressed in this Annual Report due to the influence of several factors beyond the Company's control.

This Annual Report contains the words "INALUM" and "Company," that refer to PT Indonesia Asahan Aluminium, which operates in the aluminium production and processing sector. The currency units "Rupiah," "Rp," or "IDR" refer to the official currency of the Republic of Indonesia, while "US Dollar" or "USD" refers to the official currency of the United States.

The tables and graphs in this Annual Report includes numerical data using Indonesian language standards. Numerical presentations in the text use standard Indonesian and English language rules, as appropriate.

This annual report is presented in Indonesian and English, using easy to read type and sized fonts and is printed with good quality. If there are two meanings, then the language used is Indonesian. This Annual Report can be viewed and downloaded on the Company's official website, namely www.inalum.id.

2025 Theme Explanation



GALVANIZING GROWTH

Strengthening National Downstream Production through an Integrated Green Aluminium Ecosystem

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The theme "GALVANIZING GROWTH – Strengthening National Downstream Production through an Integrated Green Aluminium Ecosystem" reflects PT Indonesia Asahan Aluminium's (INALUM) strategic commitment to strengthening its position as a pioneer in the national green aluminium industry, integrated from upstream to downstream.

Throughout 2025, the Company continued to strengthen its business transformation by developing an integrated renewable energy-based aluminium ecosystem, optimizing operations, strengthening the supply chain, and developing strategic national downstream projects to support the strengthening of Indonesia's strategic industries.

Supported by clean energy from hydroelectric power plants (PLTA), INALUM continues to strengthen the development of low-carbon, efficient, and globally competitive green aluminium. This step was a crucial part of supporting the development of the low-carbon aluminium industry while strengthening the independence and competitiveness of the national industry. The Company also continued to strengthen Operational Excellence, Integrated Transformation, and Sustainability Transformation as the foundation for long-term, resilient, value-added, and sustainable growth.

By strengthening downstream processing and developing an integrated green aluminium ecosystem, INALUM committed to continuously creating sustainable added value for shareholders, the community, and all stakeholders, while making a tangible contribution to Indonesia's sustainable economic development.

Theme Continuity

Continuing the transformational steps established in previous years, INALUM continued to strengthen the development of an integrated green aluminium ecosystem as part of its contribution to the national downstreaming agenda and the development of low-carbon industries in Indonesia. Having strengthened the foundations of transformation and sustainability in the previous year, the Company in 2025 will focus on strengthening Operational Excellence, developing the aluminium value chain from upstream to downstream, and accelerating sustainability-based business transformation to create resilient, value-added, and globally competitive long-term growth.

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2024

Developing with Purpose, Exceling with Sustainability

INALUM is further strengthening its commitment to strengthen its position as the leading aluminium producer in South East Asia through innovations and expansive steps. To realize this, INALUM demonstrates its commitment to sustainable business by following green industry practices, in line with the Company's Good Mining Practice, and its responsibility to increase the added value of Indonesian mineral commodities, and strengthen the resilience of the national industry.

2023

A Sure Step for Moving Forward

INALUM has continued to prepare its strategic steps so that the Company will become more resilient, following the establishment of its business transformation with MIND ID. INALUM's current and future strategy is to increase production capacity and manage integrated smelters with strategic partners. INALUM is optimistic that its strategic initiatives will boost the Company's value and leadership in the national aluminium market.

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07 Social and Environmental Responsibility

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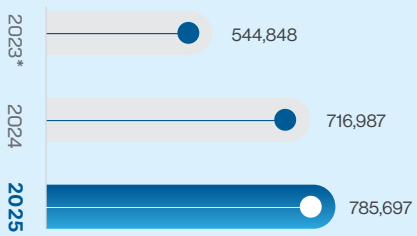
Important Achievements

Financial Performance

Income from Contracts with Customers

USD Thousand



9.58%

Highest Revenue in Company History

Gross Profit
USD241.14 million
12.00%

Total Assets
USD2.391,53 million

Operating Profit
USD169.65 million
19.83%

Equity
USD2.029,49 million
2.16%

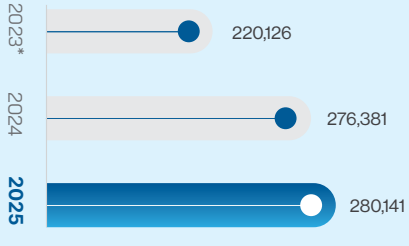
Production and Sales Performance

in Tons

	Ingot	Alloy	Billet	Liquid Aluminium	Total	Billet Secondary
Production	241,450	17,846	14,711	6,075	280,082	6,456
Sales	239,471	18,551	16,044	6,075	280,141	6,272

Sales

in Tons



1.4%

Highest Revenue in Company History

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This achievement is in line with strengthening the Company's business sustainability.

Environmental Performance

Number of Trees Planted
200,000 Trees

Total Emissions
1,726,301.03 Ton CO_2e

Total Energy Consumption
16,571,629 Gigajoule

Environmental Cost
Rp48,414 million

GOLD PROPER (2022-2025)

Consistently achieving the Gold PROPER for four consecutive years from 2022 to 2025 marked an important milestone for INALUM in strengthening its position as a national green aluminium industry. This achievement reflects the effective implementation of the Company's sustainability strategy through superior environmental management, optimized energy efficiency, and a commitment to operational excellence that supports long-term value creation and sustainable downstreaming of national aluminium.

Social Performance

Total Number of Employees
1,780 People

Zero Fatalities
3 consecutive years

Customer Satisfaction
98.75%

Corporate Governance

The following is a comparison of the implementation of MIND ID's GCG measurement and the projected improvement in measurement results after follow-up on the improvement recommendations implemented

Fiscal Year 2024	Projected Increase in Fiscal Year 2025
81.01%	**87.54%**

Awards

"Leadership AA Excellence Leader in ESG Transparency"

demonstrates INALUM's commitment to strengthening the quality of ESG disclosure and implementing sustainability governance in line with industry best practices. This award was for the Company's efforts to build sustainable growth through transparency, accountability, and long-term value creation for stakeholders.

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Important Events

Several important events throughout 2025 reflected the Company's accelerated business transformation, strengthened competitiveness, and commitment to supporting the national aluminium downstreaming industry.

January

INALUM's 49th Anniversary

INALUM's 49th anniversary, with the theme "Tracing Achievements, Building Synergy, Achieving Vision," served as a momentum to strengthen synergy, togetherness, and appreciation for employees and the communities surrounding the Company's operational areas. It also reflected the spirit of transformation and sustainable growth that the Company continues to strengthen.

February

PROPER Gold and PROPER Green in 2024

The achievement of PROPER Gold for the Smelter Plants and PROPER Green for PLTA hydropower operations reflects the Company's consistency in strengthening its sustainable business practices and superior environmental management, while also strengthening INALUM's position as a pioneer in the national green aluminium industry based on clean energy.

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March

TMS Annual Meeting & Exhibition 2025

INALUM's participation in the TMS Annual Meeting & Exhibition 2025 was part of an effort to strengthen global collaboration, broaden its knowledge of aluminium industry technology, and enhance the Company's competitiveness in the international market.

April

Initial Shipment/Trial Shipment of BAI Alumina to INALUM

The initial shipment of alumina from PT Borneo Alumina Indonesia (BAI) to INALUM was a crucial step in strengthening the integration of the national aluminium supply chain and supporting the development of an integrated aluminium industry ecosystem from upstream to downstream as part of the national downstreaming agenda.

April

House of Representatives Commission XII's Recess Working Visit

The House of Representatives Commission XII's Recess Working Visit was part of strengthening a synergy between the Company and the Government for supporting the development of national aluminium downstreaming, increasing production capacity, and strengthening domestic strategic industries.

INALUM's 2025 Mudik Bareng Program

The INALUM 2025 Mudik Bareng program was part of the Company's social commitment to supporting public travel safety while strengthening the role of BUMN (SOEs) in providing tangible benefits to the community.

May

The Most Promising Company in Tactical Marketing (Markplus)

The Most Promising Company in Tactical Marketing award reflected the Company's success in strengthening marketing innovations, business transformation, and developing adaptive and competitive commercial strategies.

Dewi BUMN (Markplus)

The Dewi BUMN Award recognizes women's innovative, sustainable leadership and contributions to supporting the transformation of the national aluminium industry.

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May

The Provincial Government's Corporate Performance Rating Program

The Gold PROPER award from the North Sumatra Provincial Government reflected the Company's consistency in strengthening sustainable business practices and superior environmental management.

June

HC Summit 2025

Participation in the HC Summit 2025 was part of the Company's efforts to strengthen Human Capital transformation, HC competency development, and organizational readiness to support long-term business growth.

Indonesia Critical Minerals Conference & Expo 2025

INALUM's participation in the Indonesia Critical Minerals Conference & Expo 2025 reflected the Company's active role in supporting the development of the national aluminium industry, mineral downstreaming, and strengthening the competitiveness of Indonesia's strategic industries.

House of Representatives Commission VI's Recess Working Visit

The House of Representatives Commission VI's Recess Working Visit was part of strengthening the synergy between the Company and the Government in supporting the development of the national aluminium industry and increasing domestic added value.

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June

INALUM's Tani Nusantara Workshop

INALUM's Tani Nusantara Workshop was part of the Company's commitment to strengthening community empowerment through sustainable agricultural development and improving the welfare of communities surrounding its operational areas.

July

Management Walkthrough at SGAR PT BAI, Mempawah

The Management Walkthrough at SGAR PT BAI Mempawah was part of strengthening the integration of the national aluminium ecosystem and accelerating the development of an integrated aluminium value chain from upstream to downstream.

TOP CSR Award 2025

The TOP CSR Award 2025 reflects the Company's commitment to creating social value, strengthening community relationships, and supporting sustainable development in its operational areas.

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August

80th Anniversary of the Republic of Indonesia

The commemoration of the Republic of Indonesia 80th Anniversary served as a momentum to strengthen the spirit of nationalism, solidarity, and harmonious relations between the Company, employees, and the communities surrounding its operational areas.

MIND Media 2025

MIND Media 2025 activities supported the strengthening of corporate communications and information synergy between the MIND ID Group and the mass media to expand the Company's strategic information delivery to the public.

September

World Expo Osaka 2025

The Company's participation in World Expo 2025 Osaka was part of an effort to expand international collaboration, strengthen the development of national aluminium downstreaming, and increase the competitiveness of Indonesian aluminium in the global market.

October

Vendor Event 2025

Vendor Event 2025 was part of the Company's efforts to strengthen strategic partnerships, procurement governance, and continuously improve supply chain quality.

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October

Awarding Excellence in Aluminium Industry & Downstream Development (HIPMI - Danantara)

The Excellence in Aluminium Industry & Downstream Development Award reflected the Company's contribution to supporting the development of the national aluminium industry and accelerating competitive downstream processing.

November

Technology Innovation Seminar (TIS) 2025

The Technology Innovation Seminar (TIS) 2025 was part of the Company's efforts to strengthen a culture of innovation, collaboration, and technology development to support increased business competitiveness.

November

INALUM Customer Gathering 2025

INALUM Customer Gathering 2025 was part of the Company's efforts to strengthen customer relationships, enhance business collaboration, and support the sustainable development of the aluminium market.

GRC & Leadership Awards 2025

The GRC & Leadership Awards 2025 reflected the Company's commitment to strengthening governance, implementing risk management, and developing leadership with integrity and sustainability.

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December

Risk Management Awards 2025

The Risk Management Awards 2025 reflected the Company's consistency in strengthening risk management implementation as part of strengthening governance and business sustainability.

INALUM Culture and Learning Festival (ICLF) 2025 and INALUM Sport Festival (ISF)

The INALUM Culture and Learning Festival (ICLF) and INALUM Sport Festival (ISF) were part of the Company's efforts to strengthen corporate culture, increase employee engagement, and build a collaborative and learning-oriented work environment.

Highest Sales Achievement in Company History

The all-time high sales achievement of 280,141 tons reflects the Company's success in strengthening operational excellence, supply chain management, and sustainable commercial strategies.

Visit of the Indonesian Ambassador to Kazakhstan and Tajikistan to INALUM and INALUM's Strategic Projects

The visit of the Indonesian Ambassador to Kazakhstan and Tajikistan was part of the Company's efforts to expand its international network and strengthen strategic cooperation opportunities in the aluminium sector and related downstream industries.

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Awards and/or Certifications Received by the Company

The awards and certifications received throughout 2025 reflected INALUM's commitment to strengthening corporate governance, sustainability, innovations, operational excellence, and developing a competitive national aluminium industry. These achievements also served as recognition of the Company's consistency in implementing business transformation and creating sustainable added value for all stakeholders.

February 25, 2025

Green Proper & Gold Proper

2024 Corporate Performance Rating Program for Environmental Management (PROPER)

Ministry of Environment and Forestry

May 15, 2025

Bronze Winner : The Most Promising Company in Tactical Marketing Kategori Perusahaan BUMN

BUMN Entrepreneurial Marketing Awards 2025

Markplus

May 15, 2025

Dewi BUMN Award

BUMN Entrepreneurial Marketing Awards 2026

Markplus

June 11, 2025

TOP CSR AWARDS 2025 #Star 5

Top Business: Top CSR Awards 2025

Top Business Id

November 12, 2025

Leadership AA - Excellence Leader in ESG Transparency

Indonesia ESG Leadership

BGK Foundation

November 12, 2025

The Best Overall for Leadership & Innovation Excellence 2025 (Mining Industries)

GRC & Leadership Awards 2025

BusinessNews Indonesia Magazine

Published on Website

February 25, 2025

The Best Corporate in Operation 2025 (Mining Industries)

GRC & Leadership Awards 2025

Ministry of Environment and Forestry

November 12, 2025

The Best Chief Executive Officer (CEO) 2025 - Ibu Melati Sarnita

GRC & Leadership Awards 2025

BusinessNews Indonesia Magazine

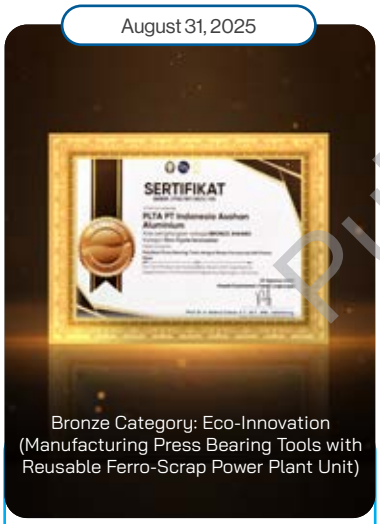
August 31, 2025

Gold Category: Community Development (Desa MEAT Eco-Cultural Tourism Program, Circular Economy Innovation for Sustainable Community Empowerment)

Eco-Tech Pioneer and Sustainability Award (EPSA)

Universitas Diponegoro

August 31, 2025



Bronze Category: Eco-Innovation (Manufacturing Press Bearing Tools with Reusable Ferro-Scrap Power Plant Unit)

Eco-Tech Pioneer and Sustainability Award (EPSA)

Universitas Diponegoro

August 31, 2025

Bronze Category: Eco-Hazard Innovation (Replacing Rubber Hose Centrifugal Oil Purifier with Fixed Pipe Installation in Oil Transfer Process)

Eco-Tech Pioneer and Sustainability Award (EPSA)

Universitas Diponegoro

August 31, 2025

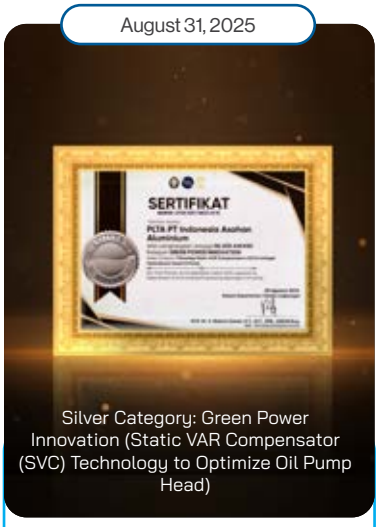
Bronze Category: Ecosystem Protection (Spawning of Neolissochilus Sumatranus Species Using Artificial Insemination)

Eco-Tech Pioneer and Sustainability Award (EPSA)

Universitas Diponegoro

Published on Website

August 31, 2025

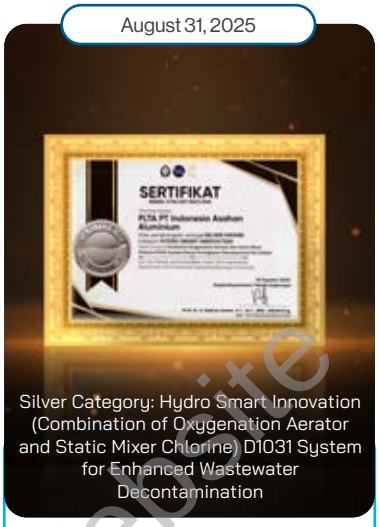


Silver Category: Green Power Innovation (Static VAR Compensator (SVC) Technology to Optimize Oil Pump Head)

Eco-Tech Pioneer and Sustainability Award (EPSA)

Universitas Diponegoro

August 31, 2025



Silver Category: Hydro Smart Innovation (Combination of Oxygenation Aerator and Static Mixer Chlorine) DI031 System for Enhanced Wastewater Decontamination

Eco-Tech Pioneer and Sustainability Award (EPSA)

Universitas Diponegoro

August 31, 2025

Bronze Category: Low Carbon Innovation (Application of Spare Main Water Supply Pump) (MSWP) in Reducing Turbine Idle Time)

Eco-Tech Pioneer and Sustainability Award (EPSA)

Universitas Diponegoro

November 26, 2025

BHR Improving Company, Rating BB (Score: 71)

Business and Human Rights Awards Appreciation Night

Setara Institute

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Certifications Still Valid In 2025

Certification

ISO 50001:2018 Energy Management System

Scope of Certification

Aluminium Smelting, Aluminium Ingot, Billet, Alloy Casting, and Hydroelectric Power Plant Operations, including supporting activities

Effective Date

January 2, 2028

Issuing Certification Body

SGS Italia S.P.A

Certification

Aluminium Stewardship Initiative Performance Standards

Scope of Certification

Aluminium smelting dan Casthouses

Effective Date

January 4, 2026

Issuing Certification Body

Aluminium Stewardship Initiative Ltd

Certification

ISO 45001:2018

Scope of Certification

Smelting of Aluminium and Casting into Ingot, Foundry Alloy, Billet and Alloy and the Operation of Hydro Power Plant Include

Effective Date

November 21, 2022 – November 21, 2025

Issuing Certification Body

SGS United Kingdom Ltd

Certification

ISO 14001:2015

Scope of Certification

Smelting of Aluminium and Casting into Ingot, Billet and Alloy and the Provision of Hydro Electricity (including Clinic)

Effective Date

16 Mei 2023 - 5 April 2026

Issuing Certification Body

SGS United Kingdom Ltd

Published on Website

Certification

International & Port Facility Security (ISPS) Code

Scope of Certification

TUKS Kuala Tanjung Smelting Plant

Effective Date

April 19, 2022 - April 6, 2027

Issuing Certification Body

Republic of Indonesia Director General of Sea Transportation

Certification

Occupational Health and Safety Management System

Scope of Certification

Aluminium Smelting and Molding

Effective Date

June 9, 2023 - June 8, 2026

Issuing Certification Body

Republic of Indonesia Minister of Manpower

Certification

Occupational Health and Safety Management System

Scope of Certification

Hydroelectric Power Plant (PLTA)

Effective Date

June 9, 2023 - June 8, 2026

Issuing Certification Body

Republic of Indonesia Minister of Manpower

Certification

SNI ISO 37001:2016 Anti-Bribery Management System

Scope of Certification

Aluminium Smelter dan Hydroelectric Power Plant, including Supporting Units

Effective Date

August 10, 2023 - August 11, 2026

Issuing Certification Body

MUTU Internasional

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Certification

ISO 45001:2018 Occupational Health and Safety Management System

Scope of Certification

Aluminium Smelting, Aluminium Ingot, Billet, Alloy Casting, and Hydroelectric Power Plant Operations, including supporting activities

Effective Date

August 30, 2027

Issuing Certification Body

SGS United Kingdom Ltd

Certification

ISO 9001:2015 Quality Management Systems

Scope of Certification

Aluminium Smelting, Casting of Aluminium Ingots, Billets, and Alloys, and Hydroelectric Power Plant Operations, including supporting activities

Effective Date

October 5, 2027

Issuing Certification Body

SGS United Kingdom Ltd

Certification

ISO 27001 : 2013 Information Security Management System

Scope of Certification

Data Center Operations

Effective Date

April 5, 2023 - October 31, 2025

Issuing Certification Body

British Standards Institution

Certification

Environmental Product Declaration (EPD)

Scope of Certification

Carbon Use in the Production of Company Commodities (G1 Ingots)

Effective Date

November 10, 2025

Issuing Certification Body

EPD International AB

Published on Website

Certification

Security Management System based on National Police Regulation No. 7 of 2019

Scope of Certification

Aluminium Smelting and Molding

Effective Date

December 8, 2027

Issuing Certification Body

Indonesian National Police

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> The awards and certifications received throughout 2025 motivates INALUM to continue strengthening its business transformation, implementing good corporate governance, and developing a sustainable and globally competitive national aluminium industry.

01

PERFORMANCE OVERVIEW

Solid financial performance reflects the Company's ability to maintain sustainable business growth, strengthen the competitiveness of the national aluminium industry, and create long-term added value through strategic steps toward green industrialization.

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Overview of Important Financial Data

Throughout 2025, INALUM recorded solid financial and operational performance, supported by strengthened operational excellence, increased aluminium sales, supply chain optimization, and the implementation of sustainable business strategies. These achievements reflect the Company's ability to maintain business growth, strengthen profitability, and enhance competitiveness amidst the dynamics of the global industry.

CONSOLIDATED STATEMENT OF PROFIT (LOSS) AND OTHER COMPREHENSIVE INCOME

In Thousands of US Dollars, unless otherwise stated

Description	2025	2024	2023*
Income from Contracts with Customers	**785,697**	716,987	544,848
Cost of revenue	**(544,561)**	(501,679)	(461,608)
Gross Profit	**241,136**	215,308	83,240
General and Administrative Expenses	**(63,433)**	(67,044)	(67,159)
Selling and Marketing Expenses	**(8,057)**	(6,686)	(5,201)
Operating Profit	**169,646**	141,578	10,880
Finance Income	**17,546**	30,024	71,918
Finance Costs	**(344)**	(399)	(369)
Share of losses on associates	**(3,125)**	(3,738)	1,595
Other Income/(expense) Net	**10,217**	2,210	10,551
Profit before income tax	**193,940**	169,674	91,385
Income Tax Expenses	**(51,135)**	(45,957)	(33,933)
Profit for the year from continuing operations	**-**	-	57,452
Profit for the year from discontinued operations	**-**	-	418,378
Profit for the Year	**142,805**	123,717	475,830
Other Comprehensive Income (Loss)			
Items that will not be reclassified to profit or loss:			
Remeasurement of post-employment benefit obligations	**(688)**	537	(35)
Related taxes	**163**	(106)	6
Items that will be Reclassified to Profit or Loss:	**91**	48	(4,552)
Difference in Translation of Subsidiary's Financial Statements	**(434)**	479	(4,581)
Total other comprehensive income (loss) after tax	**142,372**	124,196	430,606
Income for the Year Attributable to:			
Owner of the Parent Entity	**134,178**	123,790	404,780
Non-Controlling Interests	**8,627**	(73)	71,050
	142,805	**123,717**	**475,830**
Comprehensive Income for the Year Attributable to:			
Owner of the Parent Entity	**133,730**	124,259	370,741
Non-Controlling Interests	**8,642**	(63)	59,865
	142,372	**124,196**	**430,606**

*) Impact of the split between INALUM and MIND ID

Published on Website

CONSOLIDATED STATEMENT OF FINANCIAL POSITION

In Thousands of US Dollars, unless otherwise stated

Description	2025	2024	2023*
Assets			
Current Assets	**681,200**	739,214	896,660
Non-Current Assets	**1,710,330**	1,737,940	1,632,178
Total Assets	**2,391,530**	2,477,154	2,528,838
Liabilities and Equity			
Current Liabilities	**320,707**	454,352	469,898
Non-Current Liabilities	**41,336**	36,213	40,454
Total Liabilities	**362,043**	490,565	510,352
Total Equity	**2,029,487**	1,986,589	2,018,486
Total Liabilities and Equity	**2,391,530**	**2,477,154**	**2,528,838**

*) Impact of the split between INALUM and MIND ID

LAPORAN ARUS KAS KONSOLIDASIAN

In Thousands of US Dollars, unless otherwise stated

Description	2025	2024	2023*
Cash Flows from Operating Activities	**56,766**	92,415	326,438
Cash Flows from Investing Activities	**(19,287)**	(120,766)	79,224
Cash Flows from Financing Activities	**(102,464)**	(157,449)	(40,716)
Net Increase (Decrease) in Cash and Cash Equivalents	**(64,985)**	(185,800)	364,946
Cash and Cash Equivalents at the Beginning of Year	**463,577**	649,449	1,534,359
Effect of Changes in Foreign Exchange Rates on Cash and Cash Equivalents	**97**	(71)	2,809
Capital Reorganization Impact	**-**	-	(1,252,665)
Cash and Cash Equivalents at the End of Year	**398,689**	463,577	649,449

*) Impact of the split between INALUM and MIND ID

KEY FINANCIAL RATIOS

Description	2025	2024	2023*
Profit (Loss) to Total Assets Ratio	**5.97%**	4.99%	18.82%
Profit (Loss) to Equity Ratio	**7.04%**	6.23%	23.57%
Profit (Loss) to Revenue/Sales Ratio	**18.18%**	17.26%	87.33%
Current Ratio	**2.12x**	1.63x	1.91x
Liabilities to Equity Ratio	**0.18x**	0.25x	0.25x
Liabilities to Total Assets Ratio	**0.15x**	0.20x	0.20x

*) Impact of the split between INALUM and MIND ID

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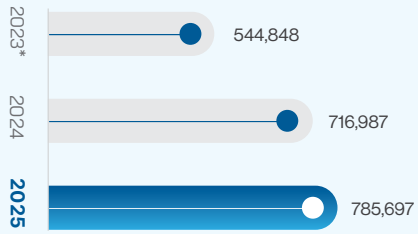
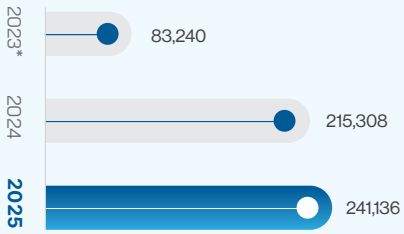
Income from Contracts with Customers

(USD Thousands)



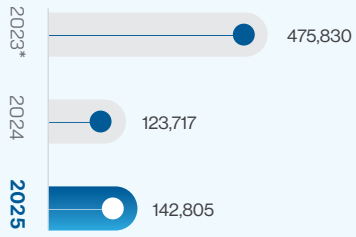
Gross Profit

(USD Thousands)



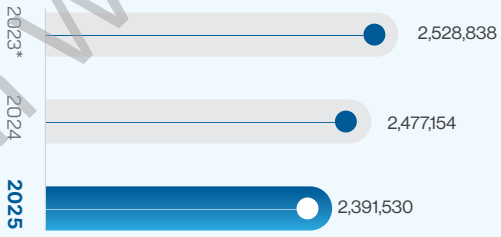
Profit for the Year

(USD Thousands)



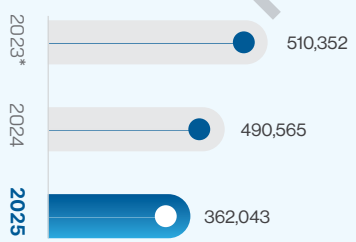
Assets

(USD Thousands)



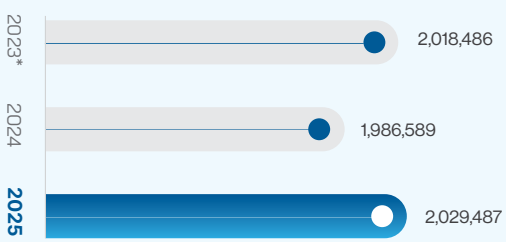
Liabilitas

(USD Thousands)



Ekuitas

(USD Thousands)



*) Impact of the split between INALUM and MIND ID

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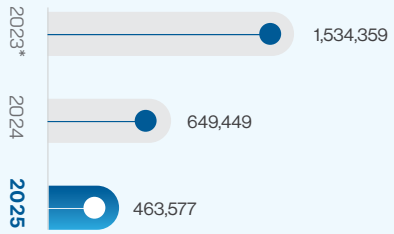
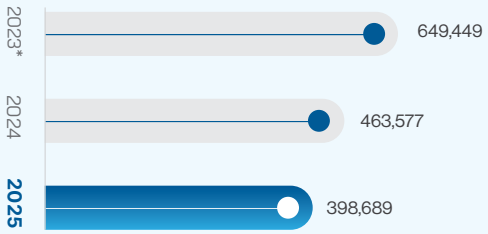
Cash and Cash Equivalents at the Beginning of the Year

(USD Thousands)



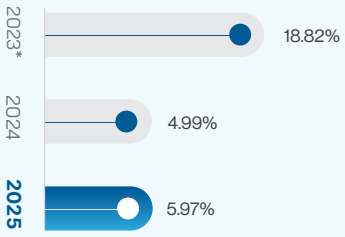
Cash and Cash Equivalents at the End of the Year

(USD Thousands)



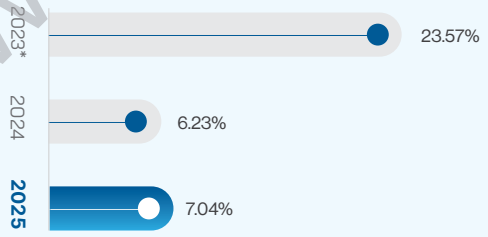
Profit (Loss) to Total Assets Ratio

%



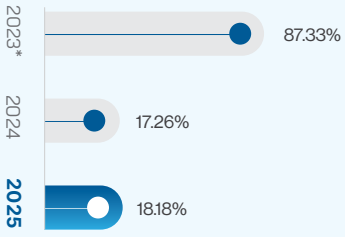
Profit (Loss) to Equity Ratio

%



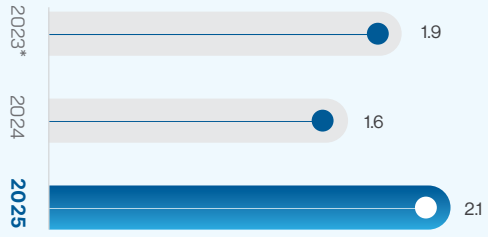
Profit (Loss) to Revenue/Sales Ratio

%



Current Ratio

(times (x))



*) Impact of the split between INALUM and MIND ID

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Operational Overview

In 2025, INALUM's operational performance improved, as reflected in the highest aluminium production and sales figures in the Company's history. This achievement was supported by strengthening operational excellence, optimizing production processes, effective supply chain management, and strengthening sustainable commercial strategies.

Aluminium Products	Measurement Unit	2025	2024	2023
Production				
Aluminium Primary				
Ingot	Ton	**241,450**	229,813	166,700
Alloy	Ton	**17,846**	21,672	23,322
Billet	Ton	**14,711**	21,589	24,861
Liquid Aluminium	Ton	**6,075**	1,156	-
Total	**Ton**	**280,082**	**274,230**	**214,883**
Aluminium Secondary				
Billet Secondary	Ton	**6,456**	1,222	248
Sales				
Aluminium Primary				
Ingot	Ton	**239,471**	233,034	171,604
Alloy	Ton	**18,551**	21,032	23,425
Billet	Ton	**16,044**	21,158	25,058
Liquid Aluminium	Ton	**6,075**	1,156	-
Total	**Ton**	**280,141**	**276,381**	**220,126**
Aluminium Secondary				
Billet Secondary	Ton	**6,272**	1,234	39

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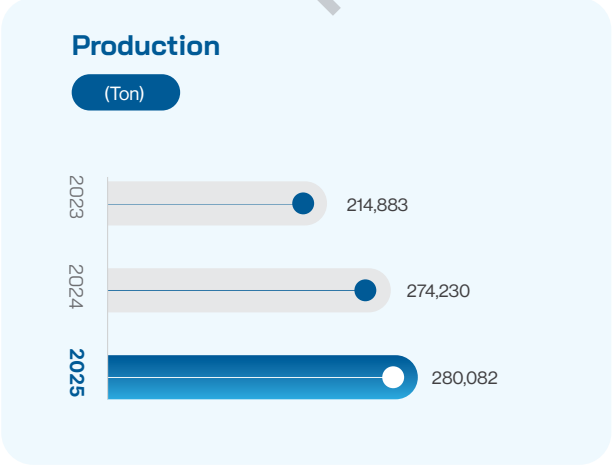
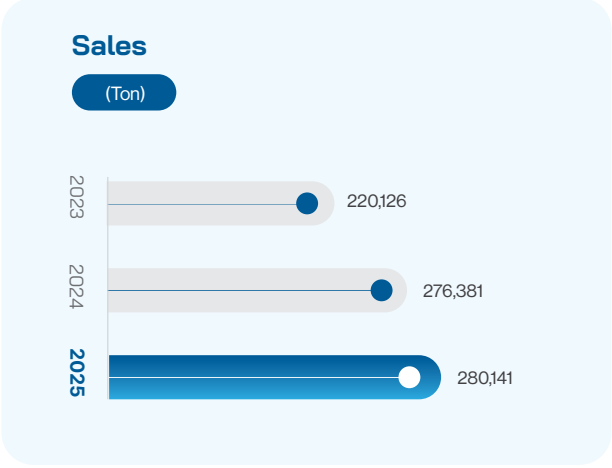


"All Time High Production 2025"



"All Time High Sales 2025"

Shares Overview

SHARES INFORMATION

Until the 2025 fiscal year, INALUM has not issued or traded shares on any stock exchange, so there is no information to report on share transactions, transaction volume, market capitalization, chronology of share listing, corporate actions, share changes, nor the relevant stock exchanges se.

Therefore, there were no temporary suspensions actions for stock trading and/or delisting sanctions that can be presented in this Annual Report.

BOND OVERVIEW

Until December 31, 2025, INALUM did not issue bonds, sukuk, convertible bonds, or other securities. Therefore, there is no information to report on outstanding bonds/sukuk/convertible bonds, interest rates/yields, maturity dates, or bond/sukuk ratings.

following the issuance of PP No. 45/2022 and PP No. 46/2022 which made INALUM a member of MIND ID and no longer a holding company, there was a transfer of debt-bonds related to the Mining Industry Holding activities from INALUM to PT Mineral Industri Indonesia (Persero) as a new entity effective March 21, 2023.

INFORMATION ON OTHER FUNDING SOURCES

hroughout 2025, INALUM did not have any other funding sources, such as Medium-Term Notes (MTN) or State Capital Participation (PMN). Therefore, there is no information to report on other funding sources.

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> Going forward, the Company will continue to strengthen its financial and operational fundamentals through increased efficiencies, strengthened governance, sustainable business development, and optimization of the aluminium value chain to support healthy, resilient, and globally competitive long-term growth.

02

MANAGEMENT REPORTS

Through adaptive and visionary leadership, the Company is continuing to strengthen its business transformation, enhance its operational resilience, and ensure that every strategic step taken supports sustainable growth and delivers high value for all stakeholders.

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Board of Commissioner's Report

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Musa Bangun

President Commissioner concurrently Independent Commissioner

Dear Respected Shareholders and Stakeholders,

We express our gratitude to Almighty God for His grace and blessings that enabled PT Indonesia Asahan Aluminium ("INALUM" or the "Company") to enter 2025 with positive achievements amidst the ever-growing dynamics of the global and national aluminium industry. 2025 was a crucial year for the Company where it strengthened its business foundations, accelerated the green industry transformation, and solidified INALUM's strategic role in supporting the national mineral downstreaming agenda, and the development of an integrated national aluminium ecosystem from upstream to downstream.

The Board of Directors actively monitored the Company's strategies, which included supervising their application, achievement of the RKAP targets, strategic project development, risk management, corporate governance implementation, and the application of the sustainability principles in all of the Company's operational activities. The Board of Commissioners also continued to provide strategic direction and recommendations for strengthening governance to support the effective application of the Company's business strategy to the Board of Directors, ensuring the Company remained on a healthy, sustainable growth path and was able to deliver resilient and competitive long-term growth.

ECONOMIC AND INDUSTRY CONDITIONS IN 2025

Throughout 2025, global economic conditions were characterized by uncertainty due to rising geopolitical tensions, slowing economic growth in several key countries, and volatility in global energy and commodity prices. Geopolitical conflicts in several strategic regions also impacted the stability of global supply chains, including in the metals and minerals industry. In addition, the high interest rate policies still being set by several global central banks to control inflation placed pressure on manufacturing activities and international trade. Despite this, global aluminium demand continued to show a relatively positive trend, primarily driven by growth in the electric vehicle, renewable energy, construction, and infrastructure sectors, which need aluminium as a key component in green industries.

At the national level, the Indonesian economy continued to demonstrate strong resilience despite the global dynamics in 2025. Stable domestic consumption, infrastructure development, and the government's continued promotion of downstream mineral resources policies were key factors supporting national industrial growth. For INALUM, the mineral downstreaming policy presented a strategic opportunity to strengthen the Company's position as a key player in the development of a value-added national aluminium value chain. In addition, the government's increasing focus on developing the electric vehicle ecosystem and the energy transition also opened up prospects for long-term growth in domestic aluminium demand.

However, the global aluminium industry still faced complex dynamics throughout 2025, ranging from fluctuating global aluminium prices, energy cost pressures, and increasingly competitive markets. Aluminium production restrictions in several major producing countries due to energy and environmental policies also impacted the global supply balance. While this situation presented an opportunity for strengthening aluminium prices, it also increased operational challenges in the aluminium smelting industry, which is highly dependent on energy and raw materials. The Board of Commissioner's view is that the Company was able to respond adaptively to these conditions by strengthening operational efficiency, increasing production capacity, optimizing marketing strategies, and strengthening governance and risk management, thereby maintaining a positive Company performance throughout 2025.

SUPERVISION OF CORPORATE STRATEGY IMPLEMENTATION

When carrying out its supervisory function, the Board of Commissioners consistently evaluates the implementation of the Company's strategies and the achievement of targets set out in the Company's 2025 Work Plan and Budget (RKAP). Supervision is conducted in Board of Commissioners meetings, joint meetings with the Board of Directors, periodic discussions of management reports, operational and financial performance evaluations, and supervision by committees under the Board of Commissioners. With these mechanisms, the Board of Commissioners ensures that all policies and strategic actions taken by the Board of Directors remain aligned with the Company's development direction, prudential principles, and established long-term growth targets.

During 2025, the Board of Commissioners paid special attention to the implementation of the Company's strategic agendas, which focused on strengthening INALUM's position as a globally competitive integrated aluminium company. One of the primary supervisory focuses was on increasing aluminium production capacity and optimizing smelter operations through operational efficiency improvement programs and technological transformation. The Board of Commissioners actively monitored the successful implementation of the Pot Upgrading program on Pot Line 2, which successfully improved operational stability and production efficiency, as well as drove the Company's highest production and sales figures in its history, which reached 280,082 tons of aluminium production and 280,141 tons of aluminium sales in 2025.

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As well as the operational aspects, the Board of Commissioners also paid significant attention to the development of the Company's strategic projects, particularly the Smelter Grade Alumina Refinery (SGAR) project, and the strengthening of the integration of the national aluminium industry. The Board of Commissioners' view is that the SGAR project is a crucial part of strengthening the independence of the national aluminium raw material supply while supporting the government's priority mineral downstreaming agenda. Therefore, the Board of Commissioners periodically evaluated the project's progress, investment effectiveness, project cost control, and risk management that could potentially impact the completion of these strategic projects. The Board of Commissioners also encouraged the Board of Directors to continue strengthening coordination with all stakeholders to ensure the projects were on track and contributed optimally to the Company's long-term growth.

When supervising the development of the corporate strategy, the Board of Commissioners was actively involved in providing strategic direction and input to the Board of Directors regarding the corporate policies implemented by the Company. The Board of Commissioners conducted in-depth discussions on the Company's strategic direction, including strategies for increasing production capacity, developing aluminium downstreaming, expanding markets, strengthening operational efficiency, and the Company's long-term sustainability strategy. The Board of Commissioners ensured that the strategy development process was carried out comprehensively, taking into account the dynamics of the global aluminium industry, projected domestic and international market demand, developments in the energy transition, geopolitical risks, commodity price volatility, and regulatory changes that could impact the Company's business activities.

The Board of Commissioners also emphasized the importance of instigating sustainable business practices when developing the Company's business strategy. Therefore, the Board of Commissioners encouraged the Board of Directors to continue integrating Environmental, Social, and Governance (ESG) principles into the corporate strategy, which included strengthening energy efficiencies, reducing emissions, implementing responsible environmental management, and developing social and community empowerment programs. This commitment was rewarded by the Company's success in maintaining its PROPER Gold rating for its smelter operations and PROPER Green rating for its PLTA hydropower plant operations in 2025.

In the area of governance, the Board of Commissioners actively supervised the implementation of strengthened risk management, internal control systems, and compliance with applicable rules and regulations. Supervision was conducted to ensure all of the Company's operational activities and business development activities continued to operate in accordance with Good Corporate Governance (GCG) principles and maintained the Company's business sustainability. The Board of Commissioners' assessment showed that the Board of Directors had demonstrated a strong commitment to strengthening corporate governance, increasing transparency, and maintaining integrity throughout the Company's business processes.

The Board of Commissioners also focused on human capital development and strengthening an adaptive, collaborative, and performance-oriented corporate culture as the primary foundation of the Company's business transformation. The Board of Commissioners supported the competency development programs, the strengthening of a culture of innovation, digital transformation, and increased employee engagement, which were carried out throughout 2025. The Board of Commissioners believes that developing competencies, and talent readiness to support the Company's business transformation is a strategic factor in supporting the successful transformation of the national aluminium industry during the increasingly dynamic and competitive industry changes.

Based on the results of its supervision throughout the 2025 fiscal year, the Board of Commissioners' view is that the Board of Directors implemented the corporate strategies in a measured, effective manner, and in line with the Company's development direction. The Board of Commissioners also assessed that the strategic steps taken by the Board of Directors were successful in maintaining the Company's sustainable growth, strengthened its competitiveness, and enhanced INALUM's readiness to face the future dynamics of the global and national aluminium industry.

BOARD OF COMMISSIONERS' SUPERVISION MECHANISM AND FREQUENCY

When carrying out its supervisory function over the Company's management, the Board of Commissioners follows a structured, active, and continuous supervisory mechanism in line with the Company's Articles of Association, the Board of Commissioners Charter, and GCG principles. The supervisory mechanisms are followed directly by the Board of Commissioners and through the support of Committees under the Board of Commissioners, to ensure that all of the Company's operational activities, business strategies, risk management, and strategic project development are carried out in accordance with Company targets and applicable regulations.

Supervision is carried out through formal forums, including Internal Meetings of the Board of Commissioners, Joint Meetings of the Board of Commissioners and the Board of Directors, joint meetings of the Audit Committee and the Nomination, Remuneration, Risk Monitoring, and Good Corporate Governance (NRRMGCG) Committee, evaluation of management reports, monitoring follow-up to strategic directives, and field visits to the Company's operational locations and strategic projects. Through these mechanisms, the Board of Commissioners actively evaluated the development of operational performance, production, sales, financial condition, strategic project implementation, risk management, and good corporate governance implementation across the organization.

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As well as supervising the implementation of business strategies, the Board of Commissioners also regularly provided strategic directives and recommendations to the Board of Directors, through meetings and written directives. These directives covered important aspects of the Company, including optimizing the SGAR project, increasing operational efficiencies, strengthening internal controls, accelerating the completion of strategic projects, strengthening ESG implementation, and improving the quality of risk management and corporate governance. The Board of Commissioners also regularly submitted reports on its supervisory duties to the Shareholders as a form of accountability and transparency in the active and independent implementation of its supervisory function to ensure the Company's management sustainability and effectiveness.

In 2025, the Board of Commissioners conducted intensive supervision through regular meetings. Pursuant to Company policy, the Board of Commissioners held meetings at least once a month, or at any time as needed. Meetings could be held in person or through electronic means such as teleconference or videoconference.

By the end of 2025, the Board of Commissioners had held:
1. 15 Internal Board of Commissioners Meetings; and
2. 12 Joint Meetings of the Board of Commissioners and the Board of Directors.

In addition, to support its effective supervision, the Board of Commissioners, together with the Audit Committee and Internal Audit, also held regular coordination meetings throughout 2025. The Company's Internal Audit held 37 meetings with the Board of Directors, Board of Commissioners, and Audit Committee to discuss internal control evaluations, risk management activities, GCG implementation, and follow-up on internal audit results.

As part of its risk management and internal control supervision, the Board of Commissioners periodically receives evaluation reports from the Committees under the Board of Commissioners, including the results of risk assessments, audit findings, recommendations for improvement, and the progress of management's risk mitigation. This monitoring covers strategic, operational, financial, and compliance risks, as well as risks related to ESG implementation and the Company's strategic projects. Based on these evaluations, the Board of Commissioners provides advice, recommendations, and strategic directives to the Board of Directors to ensure all material risks are effectively managed and the internal control system operates in accordance with prudential principles.

The Board of Commissioners also ensured comprehensive supervisory mechanisms were in place for the Company's strategic projects, particularly projects to increase production capacity and strengthen the national aluminium downstream sector. Supervision was carried out through regular evaluations of project progress, monitoring of risk mitigation, discussions on project progress reports, and intensive coordination with management and relevant Committees. The Board of Commissioners actively ensured that each strategic project was carried out according to good governance principles, taking into account sustainability, and optimally contributing to the Company's long-term growth.

Through these intensive and frequent supervisory mechanisms, the Board of Commissioners assessed that the Company's supervisory function throughout 2025 was effective in supporting a sound, transparent, and accountable corporate management, and had maintained the Company's sustainable growth during the increasingly competitive dynamics of the global aluminium industry.

BOARD OF DIRECTORS' PERFORMANCE ASSESSMENT

The Board of Commissioners' view is that the Board of Directors carried out its management duties effectively, professionally, and in accordance with the principles of good corporate governance throughout 2025. Despite the dynamics of the global aluminium industry, characterized by geopolitical uncertainty, commodity price volatility, energy cost pressures, and increasingly competitive markets, the Board of Directors was able to maintain operational stability and optimally sustain the Company's growth. The Board of Commissioners believes that the Board of Directors' ability to respond adaptively to changing industry conditions was a key factor in supporting the Company's business resilience throughout the year.

In 2025, the Company recorded very positive operational and financial performance. INALUM posted revenue of USD785.70 million, a 9.58% increase compared to the previous year, and the Company's operating profit increased significantly by 19.83% to reach USD169.65 million.

From an operational perspective, the Company's aluminium production reached 280,082 tons with sales of 280,141 tons, the highest aluminium sales in the Company's history. The Board of Commissioners believes this achievement reflects the Board of Directors' success in following the strategy of increasing production capacity, optimizing operations, strengthening efficiency, and applying a disciplined and measurable operational management across all of the Company's business lines.

The Board of Commissioners also saw that the Company's successful performance was the result of operational transformation measures and strengthening of business fundamentals instigated by the Board of Directors throughout 2025. One important factor supporting the production increase was the successful implementation of Pot Upgrading, which is part of the Company's long-term strategy to improve efficiency, operational stability, and strengthen production capacity. In addition, the Board of Directors was successful in maintaining operational reliability and supply continuity despite the challenges faced by the aluminium smelting industry, which is highly dependent on energy and raw materials.

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These steps demonstrated the Board of Directors' ability to ensure the Company's continued operations effectively while strengthening its competitiveness in the global aluminium market.

As well as this focus on strengthening operational performance, the Board of Commissioners commends the strategic initiatives undertaken by the Board of Directors to support of the national aluminium downstreaming agenda and the development of value-added industries. Throughout 2025, the Board of Directors continued to promote the development of the Company's strategic projects, including strengthening the SGAR project as a key component in building an integrated national aluminium supply chain. The Board of Commissioners' view is that these steps align with the Government's policy of strengthening mineral downstreaming and developing a globally competitive national industry. In addition, the Board of Directors has actively expanded strategic partnerships and strengthened the Company's position in the international market, through participating in global industry forums and exploring strategic collaborations with international partners.

The Board of Commissioners would also like to express its appreciation for the Board of Directors' commitment to strengthening the implementation of corporate governance, risk management, sustainability, and human capital development. The Company successfully maintained a strong ESG performance through energy efficiency programs, environmental management, and strengthening a culture of sustainability, as reflected in it receiving the Gold PROPER rating for its smelter operations and Green PROPER rating for its PLTA hydropower plant operations in 2025. In addition, the Board of Directors was successful in building a culture of innovation and continuous learning through its human capital development programs, corporate culture transformation, and increased employee engagement throughout the Company. The Board of Commissioners' view is that these strategic steps demonstrated the Board of Directors' commitment to strengthening INALUM's position as a modern, globally competitive, and sustainable growth-oriented integrated aluminium company.

VIEW ON THE COMPANY'S BUSINESS PROSPECTS

The Board of Commissioners view is that the Company's business prospects for the coming year are highly promising, in line with the increasing global demand for aluminium, driven by the accelerated energy transition and the development of green industries in other countries. Aluminium is increasingly becoming a strategic material for supporting the electric vehicle industry, renewable energy, modern construction, infrastructure, and high-tech manufacturing due to its lightweight, corrosion-resistant properties, and high recyclability. This situation has opened up opportunities for long-term growth in aluminium demand and has provided positive prospects for the Company's business development as one of the largest aluminium producers in Indonesia and South East Asia.

The Board of Commissioners also believes that the Company's business transformation direction will be a crucial foundation for strengthening INALUM's future competitiveness. Through this strategy, the Company will focus not only on increasing production capacity but also on strengthening green industry practices, energy efficiency, and developing a resilient and competitive long-term business. This commitment can be seen in the Company's continued success in strengthening its position as a pioneer in a national green aluminium industry based on clean energy, achieving PROPER Gold for its smelter operations and PROPER Green for its PLTA hydropower plant operations in 2025, demonstrating the Company's consistency in conducting environmentally responsible operations.

In addition to being supported by global trends, the Board of Commissioners' view is that the Indonesian Government's continued promotion of the mineral downstreaming policy also presents a significant opportunity for the Company to strengthen its role in the national value-added industrial supply chain. In this context, INALUM holds a strategic position as a vital part of the national aluminium industry ecosystem, particularly in the development of strategic projects such as SGAR, increasing aluminium production capacity, and strengthening the integration of the raw material supply chain. The Board of Commissioners believes these strategic steps will lay a crucial foundation for strengthening the resilience of the national aluminium industry while simultaneously enhancing the Company's contribution to the development of downstream industries based on Indonesia's mineral resources.

The Board of Commissioners also believes that the Company's business development initiatives and strategic partnerships throughout 2025 will further strengthen its future business growth prospects. The Company's participation in global industry forums, exploring international collaborations, and strengthening relationships with international strategic partners are crucial to expanding market access and strengthening its global position. These strategic steps include the signing of a Heads of Agreement (HoA) with Vitol and exploring collaboration with Honda and Panasonic to strengthen the downstreaming and development of the Indonesian aluminium industry.

However, the Board of Commissioners also believes that the Company still needs to carefully anticipate other global challenges. Volatility in global aluminium prices, pressure on energy costs, global geopolitical dynamics, and the increasingly competitive aluminium industry are factors that have the potential to impact the Company's future performance. Also, challenges related to strategic project development, raw material supply chain resilience, and investment needs to support business expansion also require serious attention. Therefore, the Board of Commissioners will continue to encourage the Board of Directors to maintain an adaptive business strategy, maintain discipline in cost and risk management, strengthen operational efficiency, and maintain the Company's financial resilience to ensure a healthy and sustainable growth despite the ever-changing dynamics of the global industry.

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VIEW ON CORPORATE GOVERNANCE IMPLEMENTATION

Dewan Komisaris menilai bahwa penerapan Tata Kelola Perusahaan yang Baik (GCG) di lingkungan Perusahaan selama tahun 2025 telah berjalan dengan baik dan terus menunjukkan perbaikan yang berkelanjutan. Perusahaan secara konsisten memperkuat penerapan prinsip transparansi, akuntabilitas, responsibilitas, independensi, dan kewajaran terus diperkuat guna mendukung efektivitas tata kelola Perusahaan yang berkelanjutan.

Penguatan tata kelola dilakukan melalui peningkatan efektivitas fungsi pengawasan, penguatan sistem pengendalian internal, peningkatan kualitas penerapan manajemen risiko, serta peningkatan kepatuhan terhadap regulasi yang berlaku. Dewan Komisaris juga menilai bahwa Direksi telah menunjukkan komitmen yang kuat dalam menjaga integritas perusahaan dan memastikan transparansi pelaporan kepada pemegang saham serta pemangku kepentingan lainnya.

Capaian implementasi tata kelola Perusahaan turut tercermin dari penilaian implementasi GCG berdasarkan ASEAN *Corporate Governance Scorecard* (ACGS) sebesar 81,01%, serta berbagai penghargaan di bidang *governance* dan ESG yang diterima Perusahaan sepanjang tahun 2025.

IMPLEMENTATION OF RISK MANAGEMENT AND INTERNAL CONTROL SYSTEMS

The Board of Commissioners believes that the implementation of risk management and internal control systems in INALUM throughout 2025 were carried out in an adequate, structured and sustainable manner, to support the Company's health and sustainable management. Despite the increasingly complex dynamics of the global aluminium industry, the Board of Commissioners' view is that the Board of Directors has demonstrated a strong commitment to strengthening a risk-awareness culture, improving the effectiveness of internal controls, and ensuring all of the Company operational and business development activities are carried out in accordance with the prudential principles and good corporate governance. Strengthening the internal control system is a crucial factor in maintaining operational stability, supporting the achievement of Company targets, and enhancing the Company's resilience in the face of business risks.

When carrying out its supervisory function, the Board of Commissioners actively monitors the implementation of risk management and internal control through supervisory mechanisms either directly or through committees under the Board of Commissioners, particularly the Audit Committee and the NRRMGCG Committee. This supervision is conducted through Board of Commissioners' internal meetings, joint meetings with the Board of Directors, periodic evaluations of audit reports, and discussions of strategic, operational, financial, and compliance risks, as well as risks related to the Company's strategic projects. The Board of Commissioners also periodically receives evaluation reports, risk assessments, and recommendations for improvements from the Committees and Internal Audit as the basis for providing strategic directives to the Board of Directors.

The Board of Commissioners' view is that the Company's Internal Audit function has carried out its role of supporting the strengthening of the internal control system and the implementation of risk management effectively. Throughout 2025, Internal Audit actively evaluated the adequacy and effectiveness of internal controls, risk management activities, and GCG implementation through audit activities and coordination meetings with the Board of Directors, Board of Commissioners, and Audit Committee.

In addition, the Board of Commissioners also places significant emphasis on strengthening governance and improving the quality of risk management through regular evaluations of GCG implementation, including encouraging the use of ACGS parameters as a benchmark for strengthening corporate governance.

The Board of Commissioners' view is that strengthening the implementation of risk management as part of the efforts to maintain the sustainability and resilience of the Company's business, together with its internal control system, not only serves as a risk mitigation tool but also plays a vital role in supporting strategic decision-making, maintaining business continuity, and enhancing shareholder and stakeholder confidence in the Company. Therefore, the Board of Commissioners will continue to encourage the Board of Directors to strengthen the integration of risk management and internal control into all of the Company's business processes so that INALUM can grow healthily, resiliently, and sustainably during the ever-evolving dynamics of the global industry.

VIEW ON SUSTAINABILITY AND ESG IMPLEMENTATION

The Board of Commissioners appreciates the Board of Directors' commitment to integrating ESG principles into the Company's business strategies. The Board of Commissioners believes that ESG implementation not only forms part of the Company's compliance efforts but is also an important foundation for maintaining long-term business sustainability.

Throughout 2025, the Company successfully maintained a strong environmental performance through energy efficiency programs, emissions management, environmental conservation, and strengthening community empowerment programs. Achieving the PROPER Gold rating for its smelter operations and PROPER Green rating for its PLTA operations demonstrated the Company's commitment to implementing responsible green industrial practices.

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In addition, the Board of Commissioners would like to express its appreciation for the Company's social and community development programs, including educational development, community economic empowerment, strengthening MSMEs, and sustainable programs that had a positive impact on the communities surrounding the Company's operational areas.

PERFORMANCE ASSESSMENT OF THE COMMITTEES UNDER THE BOARD OF COMMISSIONERS

Strengthening the supervisory function is carried out to ensure the effective implementation of business strategies, risk management, and governance and alignment with the Company's strategic direction. The Board of Commissioners is assisted by committees, which operate independently and professionally within their respective scopes of duties. The Board of Commissioners believes that these committees play a key role in supporting effective supervision, strengthening governance, and improving the quality of the Company's strategic decision-making.

The Audit Committee and the NRRMGCG Committee have both provided constructive recommendations and input to the Board of Commissioners regarding financial reporting supervision, internal control effectiveness, risk management implementation, regulatory compliance, and strengthening the implementation of corporate governance and supervision on an ongoing basis.

CHANGES IN THE BOARD OF COMMISSIONERS COMPOSITION

In 2025, there were changes to the Company's Board of Commissioners composition. These changes were made in accordance with the provisions of the Company's Articles of Association and the Joint Decree of the Minister of BUMN and the President Director of PT Mineral Industri Indonesia (Persero), as Shareholders of PT Indonesia Asahan Aluminium, No. SK-146/MBU/06/2025 and No. SK-012/DIR/2025 dated June 10, 2025, whereby Ahmad Erani Yustika was honorably dismissed as Commissioner and Martuani Sormin as Independent Commissioner, and Ali Said was appointed and Kardwiyana Ukar as Commissioners of the Company.

As a result, INALUM's Board of Commissioners composition was as follows:

Musa Bangun	: President Commissioner concurrently Independent Commissioner
Indra Simarta	: Commissioner
Hari Soebagijo	: Independent Commissioner
Ali Said	: Commissioner
Kardwiyana Ukar	: Commissioner

On behalf of the Company, we extend our appreciation and gratitude to Ahmad Erani Yustika and Martuani Sormin for their dedication and contributions during their time as members of the Company's Board of Commissioners.

CLOSING

On behalf of the Board of Commissioners, we would like to express our appreciation to the Board of Directors and all INALUM employees for their dedication, hard work, and commitment to maintaining the Company's performance throughout 2025. The Board of Commissioners would also like to express its appreciation to Shareholders, customers, business partners, the government, the community, and all stakeholders for their support and trust in the Company.

The Board of Commissioners believes that with a stronger business foundation, the green industrial transformation strategy, and strengthening the national aluminium downstream sector, INALUM continue to create healthy, resilient, globally competitive long-term growth and make a real contribution to Indonesia's economic development.

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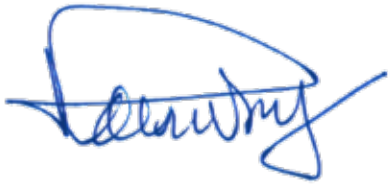
Jakarta, April 30, 2026
On Behalf of the Board of Commissioners
PT Indonesia Asahan Aluminium



Musa Bangun
President Commissioner concurrently
Independent Commissioner

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Board of Directors' Report

Publised on Website

Melati Sarnita

President Director

> 2025 was a strategic period in INALUM's strengthening of the national aluminium downstreaming, green industrial transformation, and developing an integrated aluminium ecosystem despite the dynamics of the global aluminium industry.

Dear Respected Shareholders and Stakeholders,

We would like to express our gratitude to God Almighty for His grace and blessings, which in 2025 helped PT Indonesia Asahan Aluminium deliver a solid performance, sustainable growth, and a stronger foundation for transformation despite the dynamics of the global aluminium industry, commodity price volatility, changes in the global aluminium supply chain, the acceleration of the energy transition, and the increasing demand for low-carbon industries.

2025 marked a crucial milestone for INALUM in strengthening its transformation into an integrated, sustainable, and globally competitive national aluminium Company. Despite the external challenges, the Company maintained its business resilience by strengthening operational excellence, developing market-driven strategies, developing downstream processes, strengthening governance, implementing adequate internal controls, and integrating sustainability principles into its business processes. Supported by PLTA-based clean energy, INALUM continued to strengthen its position as a globally competitive national green aluminium producer.

Under the theme "Galvanizing Growth – Strengthening National Downstream Production through an Integrated Green Aluminium Ecosystem," the Company affirmed its commitment to creating long-term growth by strengthening the national aluminium value chain, implementing sustainability transformation, and developing low-carbon industries. Strengthening the bauxite-alumina-aluminium-downstream aluminium product value chain, supported by green energy based on hydroelectric power generation, the Company continued to strengthen the national aluminium downstream sector through the development of an integrated aluminium ecosystem, strengthening downstream aluminium products, and developing value-added products to support national industrial growth.

In 2025, INALUM recorded the following important achievements: the highest production and sales figures in the Company's history; the highest revenue ever, strengthening domestic alumina supply through integration with PT Borneo Alumina Indonesia; increased operational reliability based on green energy; and successfully retained its Gold PROPER rating from 2022 to 2025. These achievements confirmed that the Company's transformation not only resulted in performance growth but also strengthened the foundation of sustainability, competitiveness, and long-term value creation.

For INALUM, growth is no longer defined solely as increasing production capacity. Growth must generate added value, strengthen market competitiveness, expand the portfolio of value-added products, enhance customer confidence, and support the development of a low-carbon and sustainable national aluminium industry. With the support of PLTA-based green energy, strengthening national downstreaming, developing strategic partnerships, and implementing ESG, INALUM is strategically positioned to strengthen its role as a key driver of an integrated green aluminium ecosystem in Indonesia.

On this occasion, the Board of Directors would like to present its Report on its Duties for the Fiscal Year ending December 31, 2025. This report includes an overview of the economic and industry conditions, the implementation of the Company's strategies, an evaluation of performance achievements, operational and financial performance, governance, risk management, sustainability, human capital development, downstreaming, and the Company's future business prospects.

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GLOBAL AND NATIONAL ECONOMIC DEVELOPMENT AND THE ALUMINIUM INDUSTRY

Throughout 2025, the global economy continued to face uncertainties influenced by geopolitical dynamics, energy and commodity price volatility, changes in global monetary policy direction, and adjustments to international supply chains. These conditions also impacted the global metals and minerals industry, including the aluminium industry, due to commodity price fluctuations, changes in manufacturing demand, and the increasing need for efficiency and market risk management.

At the national level, the Indonesian economy continued to demonstrate resilience, supported by domestic consumption, investments, infrastructure development, strengthening the processing industry, and the continued downstreaming of the mineral resources agenda. For INALUM, this situation provided room to strengthen the domestic aluminium industry, through increasing added value, supply chain integration, and developing aluminium products that support national industrial needs.

In the context of the aluminium industry, the global demand outlook continued to show positive growth potential. For 2025, the Company's LME aluminium price assumption was USD2,520 per ton, with projected global aluminium production of 73.9 million tons and global aluminium consumption of 73.7 million tons. This indicated a limited surplus in the global aluminium market, necessitating the Company's continued production discipline, sales strategies, cost efficiencies, and adaptive market risk management.

The growth in aluminium demand was driven by the increasing need for lightweight, strong, and recyclable materials in strategic sectors, such as electric vehicles, renewable energy, electricity transmission networks, green construction, packaging, infrastructure, and modern manufacturing. Aluminium is increasingly positioned as a critical material in supporting the energy transition, low-carbon economy, and future industrial transformation.

In line with this trend, sustainability issues have increasingly become a determining factor in the competitiveness of the aluminium industry. Global customers are increasingly prioritizing low-carbon aspects, product traceability, renewable energy sources, and ESG standards as key considerations when selecting suppliers. In this context, INALUM holds a strategic position as a green energy-based aluminium producer through its use of PLTA hydropower as the primary energy source for smelter operations.

In the domestic market, INALUM helped strengthen the resilience of the national aluminium supply by contributing approximately 46% of Indonesia's aluminium needs. This role is becoming increasingly strategic in line with the national mineral downstreaming agenda, strengthening the manufacturing industry, infrastructure development, and the need for aluminium to support the energy transition and the development of value-added industries.

By considering the macroeconomic dynamics, developments in the global aluminium industry, and the direction of national downstreaming policies, INALUM continued to strengthen its adaptive, integrated, and value-added-creation business strategy. The Company believes that operational resilience, supply chain integration, low-carbon products, and market strengthening will be key factors in maintaining competitiveness and sustainable growth.

INALUM'S STRATEGY AND STRATEGIC POLICIES IN 2025

In the face of increasingly competitive global industry dynamics, the Company established a business transformation strategy oriented towards creating added value, strengthening market competitiveness, and sustainable long-term growth.

INALUM's 2025 strategy aligns with MIND ID's strategic mandates: reserve control, market leadership, and downstream business development. These three mandates provide a critical framework for the Company to strengthen aluminium value chain integration, secure raw material supplies, enhance its market position, and accelerate the development of aluminium-based downstream industries.

In line with these mandates, INALUM strengthened its business strategy, focusing on market needs and creating added value. This approach is being realized through strengthening customer relationships, developing value-added aluminium products, enhancing market intelligence, improving service quality, and providing commercial excellence to further align the Company's business development with domestic and global market needs.

The Company is also strengthening its synergies with the MIND ID Group ecosystem and its subsidiaries/affiliates to ensure a more integrated aluminium value chain development. This synergy is crucial for strengthening raw material supply, developing value-added products, expanding market access, and enhancing the effectiveness of the Company's strategic project implementation.

For INALUM, the success of the future aluminium business is no longer determined solely by production capacity, but by the ability to deliver relevant, flexible, low-carbon, and high-value-added industrial solutions to customers. Therefore, the Company's strategy is geared towards strengthening the integrated aluminium ecosystem, green industrialization, operational excellence, downstream aluminium products, digital transformation, strengthening ESG, strategic partnerships, and organizational readiness to face industry changes.

With this strategy, INALUM is not only strengthening its core aluminium business but also building a foundation as a national aluminium company that is increasingly integrated, low-carbon, and oriented towards creating sustainable added value.

THE BOARD OF DIRECTORS' ROLE IN STRATEGY FORMULATING, IMPLEMENTING, AND SUPERVISION

The Board of Directors plays a central role in establishing the Company's strategic direction by ensuring that all Company policies not only address current year performance needs but also strengthens the foundation for INALUM's long-term growth. Strategy formulation is carried out by taking into account global economic dynamics, aluminium industry developments, commodity price volatility, changing customer needs, sustainability demands, the direction of national downstreaming policies, and the strategic mandate of its shareholders.

When carrying out its management functions, the Board of Directors ensures the 2025 strategies, policies, and work programs align with the Company's Work Plan and Budget (RKAP), the Company's Long-Term Plan, shareholder directives, and the principles of good corporate governance. The Board of Directors also ensures the strategic decision-making process is carried out through a structured, documented mechanism, and takes into account aspects of risk, compliance, sustainability, and stakeholder interests.

In 2025, the Board of Directors directed the Company's strategies toward strengthening more integrated competitiveness through four key focuses: strengthening the core aluminium business, accelerating downstreaming and supply chain integration, developing green aluminium as a competitive advantage, and transforming the organization toward a more market-oriented and data-driven Company.

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Strategy implementation was carried out through structured, integrated, and performance-based accountability-based execution governance. The Board of Directors, together with management, ensured each strategic priority was translated into clear targets, measurable work programs, appropriate resource allocation, and objective monitoring mechanisms.

Strategic supervision was conducted through regular evaluations of KPI achievement, RKAP implementation, strategic project progress, operational and financial performance, sustainability program achievement, and management of key Company risks. If there were deviations from targets, the Board of Directors ensured corrective measures were taken by sharpening priorities, optimizing resources, strengthening cross-functional coordination, and more effective risk mitigation.

With this approach, strategic supervision served not only as a control mechanism but also as a management instrument to strengthen organizational resilience, maintain consistent target achievement, ensure accountability for strategy implementation, and ensure each strategic initiative made a tangible contribution to creating long-term value for the Company and all stakeholders.

EVALUATION OF TARGETS, REALIZATION, AND PERFORMANCE ACHIEVEMENT

In 2025, the Board of Directors consistently evaluated the achievement of the Company's targets using a structured performance monitoring mechanism, covering the operational, financial, strategic project, sustainability, risk management, and organizational development aspects.

Overall, the Company successfully maintained its growth momentum and was on track to record a strong performance again in 2025. This achievement can be seen in the improved operational and financial performance, strengthened aluminium supply chain integration, progress on the downstreaming agenda, enhanced position as a green energy-based aluminium producer, and consistent governance and sustainability implementation.

The 2025 achievement was even more crucial as it built on the momentum of the previous year's record-breaking performance. By once again achieving historic highs in sales and revenue, INALUM demonstrated its ability to maintain sustainable growth while strengthening the foundation of its transformation into a more integrated, customer-centric, and low-carbon national aluminium company.

Based on the evaluation results, the Board of Directors' assessment shows that the Company's 2025 strategy was effective in supporting the achievement of its primary targets. This was due to improved operational and financial performance, strengthened supply chain integration, increased customer trust, and the strengthening of INALUM's position as a green energy-based aluminium producer. Moving forward, the effectiveness of this strategy will continue to be enhanced through strengthened execution, cross-functional synergy, digitalization, and more adaptive risk management.

OBSTACLES AND CHALLENGES FACED

To achieve its 2025 strategy, the Company faced challenges from both external and internal dynamics. Externally, global aluminium price volatility, changing geopolitical conditions, supply chain pressures, fluctuating energy and raw material prices, and increasing demand for low-carbon products were factors requiring prudent management.

In addition, global regulatory changes, including increased attention to product carbon footprints and the implementation of global supply chain decarbonization policies, encouraged the Company to strengthen its decarbonization strategy, environmental data transparency, and position itself as a green aluminium producer.

Internally, the Company continued to address the need to strengthen operational reliability, accelerate the integration of the domestic alumina supply chain, optimize strategic projects, enhance HC readiness, strengthen digital transformation, and expand the development of value-added aluminium products.

In response to these challenges, the Company instigated a number of strategic measures, including strengthening operational excellence, increasing energy efficiency, controlling costs, strengthening raw material supplies, developing strategic partnerships, accelerating digitalization, strengthening internal control systems, and transforming into a more market- and customer-oriented company.

The Board of Directors believes that the Company's ability to manage these challenges adaptively and measurably was a critical factor in maintaining business resilience, strengthening stakeholder trust, and ensuring sustainable long-term business growth.

RISK MANAGEMENT AND STRENGTHENING BUSINESS RESILIENCE

To maintain sustainable business growth and strengthen business resilience, INALUM uses a structured, measurable, and sustainable risk management system. Risk management is an integral part of corporate governance, strategic planning processes, decision-making, and performance control.

INALUM's risk management is in line with the principles and guidelines of ISO 31000:2018 on Risk Management, and is supported by strengthened governance, compliance, and internal control. In its implementation, risk management involves all levels of the organization, including risk owners in each work function, so that the processes of risk identification, analysis, evaluation, treatment, monitoring, and reporting can be carried out systematically and consistently.

In line with the provisions of PER-2/MBU/03/2023 and the technical guidelines of the Ministry of BUMN, the Company

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continues to improve its risk management maturity through five key dimensions: risk culture and capabilities, risk organization and governance, risk and compliance framework, risk processes and controls, and risk models, data, and technology.

In 2025, the Company implemented a risk management strengthening program, which included enhancing its risk culture, strengthening risk owner competencies, developing and developing a risk library, strengthening Key Risk Indicators, internal control testing, stress testing, business impact analysis, contingency planning, and developing business and project risk assessment methodologies.

The Company is also strengthening its risk management technology through the development of the INALUM Risk Management Information System, a risk management dashboard, and facilitating the selection of Key Risk Indicators (KRI) to provide early warnings for management. Strengthening risk models, data, and technology is a crucial part of building a risk management system that is more predictive, integrated, and relevant to strategic decision-making needs.

The quality of the risk management in 2025 showed positive results. Based on a self-assessment of the risk management function, INALUM achieved a score of 90.00, with a Satisfactory rating. In addition, the composite risk assessment results indicated INALUM was ranked 2, reflecting that the Company's risk profile is under control and supports the achievement of performance targets.

Based on the evaluations throughout 2025, the Board of Directors' view is that the Company's risk management system was operating adequately in supporting the achievement of strategic objectives, maintaining business resilience, and mitigating the key risks faced by the Company. The Board of Directors also ensured that risk management continued to be strengthened by building a risk culture, strengthening the role of risk owners, using data and technology, and integrating risk management into the planning, decision-making, and implementation processes of the Company's strategy.

FINANCIAL PERFORMANCE

During the global market dynamics and increasingly complex industry challenges, the Company successfully maintained a solid financial performance through strengthened operational excellence, market-driven strategies, disciplined cost management, and increased operational effectiveness.

Throughout 2025, the Company's revenue from customer contracts was USD785,697 thousand, an increase compared to USD716,987 thousand the previous year. This achievement was the highest revenue in the Company's history and demonstrated INALUM's ability to maintain sustainable revenue growth.

Profit for the year was USD142,805 thousand, an increase compared to USD123,717 thousand in 2024. This increase was due to the Company's success in maintaining quality growth through increased sales volume, strengthened commercial strategy, operational efficiency, cost management, and supply chain optimization.

Positive financial performance was also supported by the Company's success in maintaining a healthy financial structure. At the end of 2025, the Company's total assets were USD2,391,530 thousand, and total equity was USD2,029,487 thousand. Cash and cash equivalents at the end of the year were stood at USD 398,689 thousand, with a current ratio of 2.12x.

This strong liquidity provides the Company with the capacity to support its operational needs, maintain business stability, and strengthen its readiness to fund strategic project development, national aluminium downstreaming, digital transformation, and value-added product development.

The Board of Directors' view is that strengthening financial fundamentals is not only an indicator of success for the current year, but also a strategic asset for the Company in strengthening business resilience and supporting its long-term transformation agenda.

OPERATIONAL PERFORMANCE

2025 marked a significant milestone for the Company, as it achieved its highest operational performance in its history. The Company recorded aluminium product production of 280,082 tons with sales volume of 280,141 tons, marking the highest sales achievement in the Company's history. These operational achievements reflect the Company's success in strengthening its Operational Excellence, maintaining operational stability, and continuously improving production reliability.

This achievement continued the momentum from the previous year, when INALUM also recorded its highest sales record at that time. In 2025, it not only maintained this positive trend but also renewed the Company's best achievement by increasing sales from 276,381 tons in 2024 to 280,141 tons in 2025.

Production targets for 2025 were 241,450 tons of aluminium ingots, 17,846 tons of alloy, 14,711 tons of billets, 6,075 tons of molten aluminium, and 6,456 tons of secondary billets. In terms of sales, the Company's sales were 239,471 tons of aluminium ingots, 18,551 tons of alloy, 16,044 tons of billets, 6,075 tons of molten aluminium, and 6,272 tons of secondary billets.

These operational achievements not only demonstrated the success of increasing production and sales volumes, but also reflected the effectiveness of the Company's strategy in maintaining operational reliability, strengthening supply chain coordination, improving product quality, and ensuring optimal market absorption of INALUM products.

The Company's operational achievements were also supported by the reliability of its energy infrastructure, particularly the Tangga and Sigura-gura PLTA, which serve as the backbone

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of the smelter's green energy supply. Throughout 2025, INALUM continued to strengthen the operational reliability of its PLTA through maintenance systems, enhanced operational safety, environmental management, and improved operational monitoring to ensure continuity of energy supply, production stability, and operational sustainability.

Operational strengthening was also supported by integrating the domestic alumina supply chain with the expansion of alumina supply from PT Borneo Alumina Indonesia to the INALUM Kuala Tanjung smelter. This marked a significant milestone in strengthening raw material resilience, reducing dependence on external supplies, and supporting the development of a more independent and integrated national aluminium ecosystem.

In addition, the Company continued to strengthen energy efficiencies as part of its competitiveness and decarbonization efforts. Through technological advancements, the electricity requirement to produce one ton of aluminium can be reduced from approximately 14,500 kWh to approximately 13,800 kWh. This reduction in energy intensity demonstrates that increased production can go hand in hand with energy efficiency, strengthening operational excellence, and low-carbon aluminium production.

The Board of Directors believes that operational excellence based on reliability, energy efficiency, market responsiveness, and sustainability will be the key foundation for strengthening the Company's future competitiveness.

2025 TARGET ACHIEVEMENT

In 2025, the Company successfully demonstrated positive performance by realizing most of the key targets set in the 2025 Work Plan and Budget (RKAP). Operationally, total aluminium production was reached 280,082 tons, or 102% of the target of 274,150 tons. This achievement due to an increase in primary aluminium ingot production, which reached 241,450 tons, or 112% of the target. This performance reflected the Company's success in maintaining operational stability, improving production process effectiveness, and strengthening the reliability of production facilities despite the still-challenging dynamics of the global aluminium industry. In addition, these production achievements exceeding targets strengthened INALUM's position as an increasingly competitive and integrated national aluminium producer.

From a financial and business management perspective, the Company also recorded solid results, achieving net profit and strengthening its capital structure, exceeding the targets. The Company's equity reached USD2,029,487 thousand, or 102% of its 2025 target, mainly due to higher-than-projected net profit. Although certain production targets, such as billet, alloy, secondary billet, and alumina, were not fully achieved due to operational adjustments and the suboptimal implementation of several strategic initiatives, the Board of Directors assessed that the Company had successfully maintained its growth momentum, strengthened its business resilience, and maintained the effectiveness of its transformation strategy throughout 2025.

DOWNSTREAM DEVELOPMENT AND STRATEGIC PROJECTS

Downstream development is one of the key foundations for strengthening the future of the national aluminium industry. For INALUM, downstreaming is not only interpreted as increasing production capacity, but also as an effort to build an integrated, value-added aluminium industry ecosystem capable of supporting national industrial independence.

In line with the theme of "Galvanizing Growth," the Company is strengthening the integration of the bauxite-alumina-aluminium-downstream product value chain through strategic project development, subsidiary synergies, and the development of aluminium products that better align with market needs.

The development of SGAR through PT Borneo Alumina Indonesia is a strategic step for strengthening domestic alumina availability. This project plays a crucial role by supporting national bauxite downstreaming, reducing dependence on imported raw materials, and strengthening the resilience of the Indonesian aluminium industry's supply chain.

In 2025, PT BAI's alumina supply to INALUM marked a significant milestone in strengthening the integration of the national aluminium value chain. This achievement shows that the development of SGAR is beginning to make a tangible contribution to strengthening raw material security and the foundation for the independence of the national aluminium industry.

The Company is also strengthening the development of downstream aluminium products through PT Indonesia Aluminium Alloy, which operates in the midstream sector, producing secondary aluminium billets. This development is part of a strategy to expand its portfolio of value-added products and strengthen market competitiveness.

In its long-term development direction, the Company will continue to strengthen its value chain, starting in the upstream sector, namely bauxite and alumina refineries, then midstream through smelted alumina, aluminium casting, and aluminium products, to end products that include downstream aluminium products for OEM needs, aluminium extrusion products, and future products for strategic industries such as defense, aviation, sheet, and flat aluminium products.

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Downstream aluminium development has enormous potential for value creation. In the upstream to midstream stages, value can increase by approximately 10 times, while downstream aluminium development has the potential to create value added by over 70 times. This shows that aluminium downstreaming is not only a business development strategy but also a crucial instrument for creating greater national value added.

The Board of Directors believes that downstreaming and strategic projects will be key pillars for strengthening the resilience of the national aluminium industry. With an increasingly integrated value chain, INALUM has a strong foundation to become a key driver of an integrated green aluminium ecosystem in Indonesia.

STRENGTHENING COMMERCIAL EXCELLENCE AND CUSTOMER RELATIONS

INALUM's transformation into an increasingly customer-centric company required strengthening its overall commercial excellence. The Company understands that sustainable business growth is determined not only by its ability to produce aluminium, but also by its ability to understand customer needs, maintain service quality, strengthen supply reliability, and deliver products that align with market dynamics.

The 2025 marketing work program was designed based on an approach focused on understanding market needs and preferences to create more relevant value for customers. This approach not only supported sales certainty but also served as part of inventory risk mitigation, strengthened production planning, and customer-driven product development.

The Company's growth strategy focused on five key areas: long-term supply security, product quality improvement, supply chain efficiency, enhanced customer service, and a long-term agreement approach. These five strategies served as an important foundation for strengthening commercial competitiveness and ensuring INALUM's products meet market needs more consistently and sustainably.

Throughout 2025, the Company strengthened customer relationships through a more proactive, open, and solutions-based approach. This customer relationship performance resulted in a customer satisfaction rating of 98.75%, reflecting strong customer confidence in product quality, supply reliability, service consistency, and the Company's ability to deliver aluminium solutions relevant to market needs.

In terms of market distribution, INALUM's products have reached international regions, while continuing to strengthen the Company's role in meeting approximately 46% of Indonesia's aluminium needs. Moving forward, the Company will compete not only through production capacity and quality, but also through its ability to build strong customer relationships, deliver added value, and provide relevant aluminium solutions for the industry of the future.

GREEN INDUSTRIALIZATION AND SUSTAINABILITY

The Company views sustainability as no longer merely an additional aspect, but rather a key foundation for strengthening the future competitiveness of the aluminium industry. Amid growing global demand for low-carbon products, product traceability, and ESG implementation, INALUM continues to strengthen its green industrialization as a core part of its business strategy.

ESG implementation is an integrated part of the Company's business strategy through strengthening energy efficiency, reducing emissions, environmental management, community development, and strengthening sustainable governance.

As a green energy-based aluminium company, INALUM has a strategic advantage through its use of PLTA hydropower as the primary energy source for its smelter operations. By 2025, 95.7% of INALUM's total energy consumption came from renewable energy sources. This data strengthens INALUM's position as a low-carbon aluminium producer relevant to global market needs.

This advantage is also reflected in INALUM's competitive emissions profile compared to the global aluminium industry average. Through this performance, INALUM has a strong foundation to strengthen its position as a competitive national green aluminium producer in the global market.

As part of its emissions reduction efforts, INALUM has instigated the following initiatives: using electricity from environmentally friendly PLTA hydropower plants; transitioning from diesel to LNG for the anode roasting process; implementing a gas cleaning system at the smelter to reduce exhaust pollution such as HF, SOx, NOx, and particulates, and implementing blue box control technology to prevent PFC greenhouse gas emissions.

Achieving the PROPER Gold rating for four consecutive years from 2022 to 2025 demonstrates the Company's consistent implementation of sustainability transformation and sustainable environmental management. This achievement not only reflects regulatory compliance but also demonstrates the Company's success in integrating environmental innovation, energy efficiency, emission reduction, water resource conservation, water catchment area preservation, and community empowerment into its sustainability strategy.

In addition, the Company also received Green PROPER for environmental management in the PLTA hydropower plant operational area, demonstrating INALUM's consistency in maintaining environmental management standards across all strategic operational areas. As part of the MIND ID Group, INALUM has integrated ESG principles into the MIND ID Sustainability Pathway. This framework serves as a reference for the Company in planning, implementing, and making business decisions to remain aligned with sustainability principles.

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The Company continues to strengthen its transition to a low-carbon industry through the development of clean energy-based green aluminium and the implementation of sustainable business practices.

The Board of Directors believes that green industrialization will be INALUM's primary source of competitive advantage. With a foundation of PLTA-based green energy, strengthening ESG, and the gradual implementation of decarbonization, the Company is on the right track to strengthen its position as a key driver of an integrated green aluminium ecosystem in Indonesia.

HUMAN CAPITAL (HC) DEVELOPMENT

The Board of Directors has emphasized that HC development is a strategic element that will determine the sustainability of INALUM's performance. For the Company, HC are positioned not merely as operational support but as strategic management partners that contribute directly to increasing productivity, strengthening a performance culture, accelerating innovation, fostering operational excellence, and building adaptive organizational capabilities.

In 2025, INALUM's HC management strategy was directed towards supporting the Company's transformation into a national aluminium company that is increasingly integrated, customer-oriented, low-carbon, and globally competitive. The direction of HC development is also aligned with MIND ID's HC management policy and the directives of the Ministry of BUMN, including through the internalization of the AKHLAK values, the implementation of a Performance-Based Culture, strengthening talent management, and integrating HC governance within the MIND ID Group.

The Company has strengthened its HC management through a Human Capital Blueprint integrated with the Human Capital Information System. This system is supported by Employee Self-Service and an HC Dashboard, which facilitates more systematic and data-driven employee data management, competency monitoring, and performance measurement.

The Company continues to strengthen competency development and talent readiness to support business transformation, sustainability transformation, and the strengthening of a collaborative, adaptive, and performance-oriented work culture.

The Company is also strengthening talent management to ensure the sustainability of its organizational capabilities. As an integrated aluminium company managing smelting operations, PLTA hydroelectric power plants, product development, and downstream activities, INALUM requires talent that is not only technically superior, but also possesses business acumen, customer orientation, collaboration skills, adaptive leadership, and sustainability awareness.

Throughout 2025, INALUM organized competency development programs through in-house training, leadership development, the Individual Development Plan, the HC Summit, the INALUM Culture and Learning Festival, the INALUM Sport Festival, and other technical and non-technical training programs. These programs formed part of the Company's efforts to build a culture of learning, strengthen leadership, enhance collaboration, and encourage innovation and technological mastery within the company.

By strengthening the AKHLAK culture, a Performance-Based Culture, competency development, digitalization of HC governance, and talent management aligned with the character of the aluminium business, INALUM ensures that transformation is not only realized in operational, commercial, and sustainability aspects, but is also reflected in the readiness of the company's employees to support the long-term growth agenda.

DIGITAL TRANSFORMATION AND INNOVATION

In the face of the increasingly competitive dynamics of the global aluminium industry, the Company continues to strengthen digital transformation and innovations as part of its strategy to increase competitiveness, operational efficiency, and data-driven decision-making. For INALUM, digitalization is not merely a supporting tool, but a strategic factor in building an adaptive, responsive, and value-creating organization.

In 2025, the Company's digital transformation focused on strengthening more integrated corporate systems, improving data management, enhancing information security, digitizing business processes, developing eProcurement, and preparing for Industry 4.0. This strengthening was expected to improve business process effectiveness, decision-making quality, data transparency, and strategy implementation accountability.

Throughout 2025, the Company also continued to foster a culture of innovation by holding the 25th Technology Innovation Seminar, a forum for knowledge sharing, idea development, and cross-functional collaboration to strengthen INALUM's technological competitiveness. The Technology Innovation Seminar involved not only INALUM personnel but also academics and students as part of an effort to broaden perspectives, strengthen knowledge networks, and connect the industrial world with the education and research ecosystem.

Through this forum, the Company encouraged the development of ideas for process improvements, energy efficiency, equipment reliability enhancements, product quality enhancements, and technology development that support operational excellence and green industrialization. The Board of Directors' view was that an open, collaborative, and knowledge-based culture of innovation was a critical foundation for building an organization that is adaptive, productive, and ready to face changes in the global aluminium industry.

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GOOD CORPORATE GOVERNANCE IMPLEMENTATION

Corporate governance implementation is being continuously strengthened to support effective decision-making, risk management, and business sustainability. The Board of Directors believes that Good Corporate Governance implementation is the primary foundation for maintaining business sustainability, strengthening the trust of shareholders and stakeholders, and ensuring all of the Company's business processes are carried out transparently, accountably, responsibly, independently, and fairly.

For its implementation, the Company adheres to applicable governance provisions and guidelines, including the Company's Articles of Association, the Minister of BUMN Regulation concerning Guidelines for Governance and Significant Corporate Activities of BUMN, the General Guidelines for Indonesian Corporate Governance, provisions related to the preparation of Annual Reports, Good Corporate Governance (GCG) principles, and the ASEAN Corporate Governance Scorecard assessment standards. Governance is also strengthened through improvements to policies, guidelines, procedures, reporting systems, risk management, internal control, compliance, internal audit, and business ethics.

For INALUM, good corporate governance is not merely seen as fulfilling compliance obligations, but as a strategic control system that ensures every business decision is made prudently, ethically, and measurably, in accordance with good corporate governance principles, and oriented towards long-term value creation. INALUM continues to strengthen its GCG implementation as the foundation for supporting sustainable business growth, increasing competitiveness, and strengthening transparent, accountable, and resilient corporate governance.

When carrying out its business activities, the Company applies the principles of Transparency, Accountability, Responsibility, Independence, and Fairness as the basis for decision-making and corporate management. These principles are reflected in information transparency, clarity of functions and responsibilities of Company organs, compliance with laws and regulations, management of conflicts of interest, and fair treatment of all stakeholders.

The Company also continues to strengthen its culture of compliance and business ethics through an anti-bribery policy, management of conflicts of interest, strengthening of whistleblowing mechanisms, and internalization of integrity values throughout the organization. This strengthening aligns with the Company's commitment to maintaining stakeholder trust and ensuring all business activities are conducted in a clean, transparent, and responsible manner.

As part of strengthening its culture of integrity, the Company has implemented a Whistleblowing System (WBS) integrated with Group MIND ID through the OpenMIND platform. This system serves as an internal control tool for receiving reports of suspected fraud, violations, conflicts of interest, bribery, misappropriation of assets, or other actions inconsistent with Company regulations and laws. The Company ensures this reporting mechanism is implemented independently and objectively, and maintains the confidentiality of the whistleblower identity, including through an anonymous reporting option and protection from threats, intimidation, or other unpleasant actions.

Based on the ASEAN Corporate Governance Scorecard (ACGS) assessment results for Fiscal Year 2024, INALUM scored 81.01%, with a "Good" rating, reflecting the strengthening of corporate governance implementation in accordance with regional best practices.

Its commitment to governance is also reflected in other external recognitions, including the 2025 GRC & Leadership Awards and the Leadership AA – Excellence Leader in ESG Transparency. These recognitions serve as encouragement for the Company to continuously improve its standards of governance, transparency, compliance, and sustainable leadership.

These achievements reflect the Company's commitment to strengthening governance, transparency, sustainability, and integrated risk management to support sustainable long-term growth.

STRENGTHENING INTERNAL CONTROL

Risk management has been strengthened to maintain business resilience, operational sustainability, and the Company's adaptability amidst the dynamics of the global aluminium industry.

In 2025, strengthening internal controls was aimed at supporting the Company's transformation into an increasingly integrated, digitalized, and performance-driven organization. The Company continued to refine policies, procedures, authorization mechanisms, business process documentation, and cross-functional coordination to ensure all Company activities were carried out more transparently, efficiently, and accountably.

Internal control was also strengthened by following a risk-based approach. With this approach, the Company ensures areas with higher levels of risk receive adequate attention, monitoring, and mitigation. This is in line with the strengthening of Enterprise Risk Management, compliance governance, and the Company's need to maintain business resilience amidst the increasingly complex dynamics of the aluminium industry.

Based on internal control evaluations throughout 2025, the Board of Directors assessed that the Company's internal control system was operating adequately and supported operational effectiveness, reporting reliability, compliance with applicable regulations, protection of Company assets, and business risk management. Moving forward, the Company will continue to

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enhance the effectiveness of internal control through business process refinement, strengthened documentation, system digitization, improved data quality, and strengthened cross-functional coordination.

OCCUPATIONAL SAFETY AND HEALTH

Occupational Safety and Health is a key priority in all of INALUM's operational activities. The Board of Directors has emphasized that no production, sales, or financial targets are more important than the safety of the Company's employees, business partners, and the communities surrounding its operational areas.

As a Company operating an aluminium smelter and PLTA hydroelectric power plant, INALUM's operational characteristics require high safety standards, disciplined procedural implementation, and consistent supervision. Therefore, the Company continues to strengthen its OSH culture through a safety management system, improving employee competencies, strengthening field supervision, evaluating work risks, and integrating safety aspects into all business processes.

In 2025, INALUM successfully maintained its zero fatality rate. This reflects the Company's consistency in making occupational safety a top priority and part of operational excellence.

This commitment to safety was also strengthened with the implementation of ISO 45001:2018 and other management system standards that support the Company's safe, reliable, and responsible operations.

The 2025 National OSH Month commemoration is an important opportunity to strengthen the occupational safety culture within the Company. With the theme "Strengthening Human Capital Capacity to Support the Occupational Safety and Health Management System to Increase Productivity," INALUM emphasizes that improving HC capacity and implementing OSH are interrelated aspects that support productivity, operational reliability, and business sustainability.

TASOCIAL AND ENVIRONMENTAL RESPONSIBILITY

The company views Social and Environmental Responsibility (SER) as an integral part of its sustainable value creation strategy. The SER program is implemented not only to fulfill regulatory obligations, but also as a manifestation of INALUM's contribution to supporting the social, economic, and environmental development of communities surrounding its operational areas.

In line with the SER theme "Galvanizing Growth – From Industry to Nation: Driving Social Independence," INALUM's 2025 SER program focused on empowering and improving the quality of education, strengthening the local economy, developing micro, small, and medium enterprises (MSMEs), preserving the environment and socio-cultural aspects, and supporting vulnerable communities. The programs were developed through a process of identifying social and environmental needs and their alignment with national development priorities and the Sustainable Development Goals.

In 2025, Community Involvement and Development (CID) funds disbursed reached Rp12.111 billion, or 100.09% of the RKAP. Non-CID costs reached Rp21.521 billion, or 117.96% of the RKAP, while additional PUMK funds were disbursed at Rp30 million, or 230.77% of the RKAP. Program disbursement was carried out through empowerment initiatives, including support for fostered MSEs, community capacity development, environmental quality improvement, and strengthening socio-economic independence.

The Company also continued to promote social innovations based on local potential and the transfer of Company competencies to the community. This approach was realized through its flagship programs, including Hikayat Si Kuta in Kuala Tanjung Village and Dalihan Na Tolu Impact: Ponot Waterfall Ecotourism near the PLTA hydroelectric power plant's operational area. Hikayat Si Kuta is a community empowerment program that integrates environmental management, a circular economy, youth capacity development, and strengthening the local economy. While, Dalihan Na Tolu Impact is an empowerment program based on ecotourism and local wisdom that encourages the strengthening of community institutions, the development of MSEs, environmental conservation, tourism safety, and the preservation of local cultural values.

Through these programs, INALUM's SER is not only focused on distributing aid but also on building community independence, strengthening local capacity, and creating sustainable social benefits. Several of the Company's flagship programs are also equipped with social impact measurement through the Social Return on Investment approach, allowing for more measurable evaluation of program benefits.

In addition to long-term empowerment programs, the Company is also available for humanitarian responses to natural disasters. In 2025, INALUM distributed humanitarian assistance to disaster-affected communities in the form of basic necessities, medicines, suitable clothing, baby supplies, and other support needed during the emergency response period.

SER has strengthened the Company's reputation through the 2025 TOP CSR Award with a STAR 5 rating, the 2025 TOP Leader on CSR Commitment, and the 2025 Eco-Pioneer and Sustainability Award with a Gold Award for Community Development. The Board of Directors believes that the targeted, inclusive, responsive, and sustainable implementation of SER will strengthen the relationship between the Company and the communities, while creating social added value that supports sustainable business growth.

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GLOBAL POSITIONING AND STRATEGIC PARTNERSHIPS

Strengthening global positioning is aimed at expanding international market opportunities, increasing national aluminium competitiveness, and strengthening INALUM's position as a strategic player in the regional green aluminium industry.

INALUM's global position is built not only through its production capacity but also through its excellence as a green energy-based aluminium producer. By using renewable energy from PLTA hydropower plants, its competitive emission profile, an Environmental Product Declaration for G1 Aluminium Ingots, and Aluminium Stewardship Initiative Performance Standard V3 certification, INALUM's differentiation is increasingly relevant to the needs of the global aluminium market.

The Company also participates in international forums and strategic collaborations, including the global aluminium industry forum and international investment promotion agendas. It also strengthens its collaboration with global strategic partners in the energy, automotive, and aluminium-based industries. These initiatives are part of an effort to strengthen Indonesia's aluminium downstreaming and exports, while also opening up opportunities for collaboration in future aluminium-based industries, green energy, low-carbon mobility, and value-added products.

The Board of Directors believes that INALUM's global presence and strategic partnerships will open up new growth opportunities for INALUM. With a green energy foundation, increasingly competitive aluminium products, global sustainability standards, and a more integrated industrial ecosystem, INALUM has a significant opportunity to strengthen its role in the regional and global aluminium supply chain.

AWARDS AND RECOGNITION

The awards received by INALUM in 2025 reflect the Company's strengthening performance, governance, sustainability transformation, and competitiveness.

In the environmental sector, the Company once again maintained its PROPER Gold rating and received a PROPER Green rating for environmental management in the PLTA hydroelectric power plant operational area. This achievement strengthened the Company's track record of maintaining its PROPER Gold rating from 2022 to 2025, demonstrating INALUM's consistency in applying environmental management beyond compliance.

In the SER and sustainability areas, the Company received the TOP CSR Awards 2025 with a STAR 5 designation, the TOP Leader on CSR Commitment 2025, and the Eco-Pioneer and Sustainability Award (EPSA) 2025 in the Gold category for Community Development.

The Company also received Leadership AA – Excellence Leader in ESG Transparency, The Most Promising Company in Tactical Marketing, Dewi BUMN, the Best Overall for Leadership & Innovation Excellence 2025, The Best Corporate in Operation 2025, GRC & Leadership Awards 2025, and Excellence in Aluminium Industry & Downstream Development at the HIPMI–Danantara 2025 event.

The Board of Directors' views these awards as not only a form of external appreciation, but also a reminder that INALUM must consistently maintain standards of performance, governance, sustainability, and national contribution.

CHANGES IN THE BOARD OF DIRECTORS' COMPOSITION

In 2025, INALUM's Board of Directors' composition changed based on the Minister of BUMN Decree and the President Director of PT Mineral Industri Indonesia Decree, as Shareholders of PT Indonesia Asahan Aluminium, as stipulated in Decrees No. SK-145/MBU/06/2025 and No. SK-011/DIR/2025 dated June 10, 2025, which honorably dismissed Ilhamsyah Mahendra as President Director of INALUM and transferred Melati Sarnita, previously Director of Business Development, to the position of President Director of the Company. In the same decrees, shareholders also appointed Arif Haendra as Director of Business Development and Ramadi Ken Permana as Director of Finance. Therefore, INALUM's Board of Directors' composition was as follows:

President Director	: Melati Sarnita
Director of Operations	: Ivan Ermisyam
Director of Strategic Support & Human Capital	: Benny Alexander Wiwoho
Director of Business Development	: Arif Haendra
Director of Finance	: Ken Permana

On behalf of INALUM, we would like to express our deepest appreciation and gratitude to Ilhamsyah Mahendra for his dedication and contributions during his tenure as President Director.

STRATEGIC POLICY DIRECTION AND BUSINESS PROSPECTS FOR 2026

To address the global aluminium industry dynamics, the Company is focusing its 2026 strategy on strengthening national aluminium downstreaming, developing value-added products, enhancing operational excellence, and strengthening an integrated green aluminium ecosystem.

The Company's future strategic policies will focus on strengthening national aluminium downstreaming, improving operational reliability, optimizing strategic projects, strengthening domestic alumina supply, developing green aluminium, accelerating digital transformation, strengthening commercial excellence, and developing value-added downstream products.

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The Board of Directors views the long-term prospects for the aluminium industry as remaining positive, supported by the increasing demand for aluminium for electric vehicles, renewable energy infrastructure, electricity transmission networks, green construction, packaging, and modern manufacturing sectors. Demand for low-carbon aluminium is also expected to increase along with the growth of the electric vehicle industry, renewable energy, green construction, and global supply chain decarbonization policies.

With the support of PLTA hydropower plants, an Environmental Product Declaration, global certification, and a competitive emissions profile, INALUM has the opportunity to strengthen its position in the green aluminium segment and expand access to customers with high sustainability standards.

Nevertheless, the Company remains vigilant about many challenges, including global aluminium price volatility, geopolitical dynamics, changes in international trade policies, supply chain pressures, the implementation of global decarbonization policies, and industry demand for low-carbon products. To address these dynamics, INALUM will continue to strengthen its market-driven strategies, operational excellence, green industrialization, value-added product development, digital transformation, ESG, and prudent risk management in accordance with Good Corporate Governance (GCG) principles.

The Company is optimistic it can continue to strengthen its global competitiveness through the development of value-added aluminium products, strengthening the national aluminium value chain, and developing low-carbon industries.

CONFIRMATION OF THE COMPANY'S TRANSFORMATION DIRECTION

2025 confirmed INALUM's position in a crucial phase of its transformation journey toward becoming an increasingly integrated, green, customer-oriented, and globally competitive national aluminium company. The achievements throughout the year demonstrated the Company's strategy is on the right track.

The highest production and sales figures in history, continuing the momentum of the previous year's all-time high, demonstrated INALUM's ability to maintain consistent growth and once again surpass its best performance. Strengthening the integration of the alumina supply chain through BAI, developing value-added products, increasing customer satisfaction, implementing sustainability, and strengthening governance also provides important foundations for the Company's future growth.

Through the theme "Galvanizing Growth," INALUM confirms its commitment to strengthening a more integrated, low-carbon, and market-driven national aluminium ecosystem. The Company's pursuit of growth is not merely volume growth, but growth that is quality, value-added, and sustainable.

With this directive, "Galvanizing Growth" affirms that INALUM's growth is built on integration, sustainability, disciplined execution, and the ability to create added value for Indonesia.

APPRECIATION TO THE SHAREHOLDERS AND STAKEHOLDERS

The Board of Directors would like to express its highest appreciation and gratitude to Shareholders for their support, guidance, and trust given to the Company throughout 2025. This support served as a crucial foundation for INALUM in carrying out its business transformation, strengthening the national aluminium downstream sector, and developing a more competitive aluminium ecosystem.

The Board of Directors would also like to express its gratitude to the Board of Commissioners for their supervision, strategic directives, and input for ensuring the Company's management adheres to the principles of good corporate governance, is prudent, and is oriented toward sustainability.

We also extend our appreciation to the government, regulators, customers, business partners, vendors, communities surrounding our operational areas, the media, educational institutions, and all stakeholders for their continued support, trust, and collaboration.

APPRECIATION TO INALUM PEOPLE

The Board of Directors would also like to express its sincere appreciation to all INALUM People for their dedication, integrity, professionalism, and hard work throughout 2025.

The Company's historic operational performance, strengthening sustainability, implementing strategic projects, improving customer service quality, and receiving awards are the result of the commitment and contributions of all the INALUM People.

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The Board of Directors also appreciates the spirit of collaboration, innovation, continuous improvement, and a culture of learning that continues to grow within the Company. This spirit is an important power in supporting INALUM's transformation into a national aluminium company that is increasingly adaptive, productive, and future-oriented.

Looking forward, the Board of Directors encourages all INALUM People to continue strengthening their disciplined execution, safety culture, customer orientation, innovation, and commitment to sustainability.

CLOSING

2025 was a crucial year that strengthened the foundation of INALUM's transformation into an integrated, sustainable, customer-oriented, and globally competitive national aluminium company.

With the theme "Galvanizing Growth – Strengthening National Downstreaming through an Integrated Green Aluminium Ecosystem," the Company will continue to strengthen its strategic steps by building the national aluminium value chain from upstream to downstream, increasing product added value, strengthening its position as a green energy-based aluminium producer, and delivering growth that benefits the country, society, customers, and all stakeholders.

The Board of Directors is optimistic that with a stronger business foundation, strengthening the national aluminium downstream industry, and implementing a sustainability strategy, INALUM will further strengthen its global competitiveness, create long-term, value-added growth, and strengthen its contribution to national industrial development and the Indonesian economy.

May God Almighty continue to bestow His blessings, protection, and strength upon us all as we continue our transformational journey and serve the advancement of the Company, the nation, and the state.

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Jakarta, April 30, 2026
On Behalf of the Board of Directors
PT Indonesia Asahan Aluminium

Melati Sarnita
President Director

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Indra Simarta
Commissioner

Ali Said
Commissioner

Musa Bangun
President Commissioner concurrently Independent Commissioner

Kardwiyana Ukar
Commissioner

Hari Soebagijo
Independent Commissioner

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Benny Alexander Wiwoho
Director of Strategic Support & Human Capital

Ivan Ermisyam
Director of Operations

Melati Sarnita
President Director

Ken Permana
Director of Finance

Arif Haendra
Director of Business Development

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Statement by the Members of the Board of Directors and Board of Commissioners Concerning Responsibility for The 2025 Annual Report of PT Indonesia Asahan Aluminium

We, the undersigned, testify that all information in the 2025 Annual Report of PT Indonesia Asahan Aluminium is presented in its entirety, and we take full responsibility for the correctness of the contents in this Annual Report.

This statement is hereby made in all truthfulness.

Jakarta, April 30, 2025

Board of Commissioners

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Musa Bangun
President Commissioner
concurrently Independent Commissioner

Indra Simarta
Commissioner

Hari Soebagijo
Independent Commissioner

Ali Said
Commissioner

Kardwiyana Ukar
Commissioner

Board of Directors

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Melati Sarnita
President Director

Ivan Ermisyam
Director of Operations

Benny Alexander Wiwoho
Director of Strategic Support & Human Capital

Arif Haendra
Director of Business Development

Ken Permana
Director of Finance

03

COMPANY PROFILE

With a strong business foundation, support for hydroelectric-based clean energy, and a commitment to sustainability, by developing an integrated, globally competitive aluminium ecosystem INALUM continues to strengthen its position as a pioneer in the national green aluminium industry.

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Identity of the Company

As an integrated clean energy-based national aluminium company, INALUM continues to strengthen its role in supporting the downstreaming of national aluminium and the development of a sustainable green industry.

Company Name
PT Indonesia Asahan Aluminium

Short Name
INALUM

Line of Business
Aluminium Production and Processing

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Date of Establishment
January 6, 1976

Total Employees
1,780 people (2025)

Authorized Capital
Rp21,724,959,915,000

Issued and Fully Paid Up Capital
Rp5,431,240,290,000

Legal Basis of Establishment
PT Indonesia Asahan Aluminium was established based on Deed No. 2 dated January 6, 1976, made before Julian Nimrod Siregar Gelar Mangaradja Namora, S.H., Notary in Jakarta. The Company's deed of establishment was approved by the Minister of Justice based on Decree No. Y.A.5/12/20 dated January 10, 1976 and was announced in the Supplement to State Gazette No. 4 on January 13, 1976.

Share Ownership
Company Share Ownership as of December 31, 2025:
- Series A Dwiwarna Shares
  Republic of Indonesia (0.00001%)
- Series B Shares
  PT Mineral Industri Indonesia (Persero) or MIND ID (Mining Industry Indonesia) (99.99999%)

Head Office

Kuala Tanjung, Kecamatan Sei Suka,
Kabupaten Batu Bara, Sumatera Utara
21657
Telephone : (021) 622 31311

Jakarta Representative Office

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Jalan Jendral Sudirman Kav 52053
Jakarta Selatan 12190
DKI Jakarta, Indonesia
Telephone : (021) 275 17566

PLTA Office, Paritohan

Paritohan, Kecamatan Pintu Pohan
Meranti 22388
Kabupaten Toba, Sumatera Utara,
Indonesia
Telephone : (0622) 31311

Liaison Office, Medan

Jl R.A. Kartini 21, Medan 20152
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YouTube

INALUM Official

Facebook

PT Indonesia Asahan Aluminium

Instagram

@inalum

X (Twitter)

@INALUM_Official

LinkedIn

PT Indonesia Asahan Aluminium

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With the support of hydroelectric-based clean energy and the development of an integrated aluminium ecosystem, INALUM continues to strengthen its position as a pioneer in the national green aluminium industry.

Brief History of the Company

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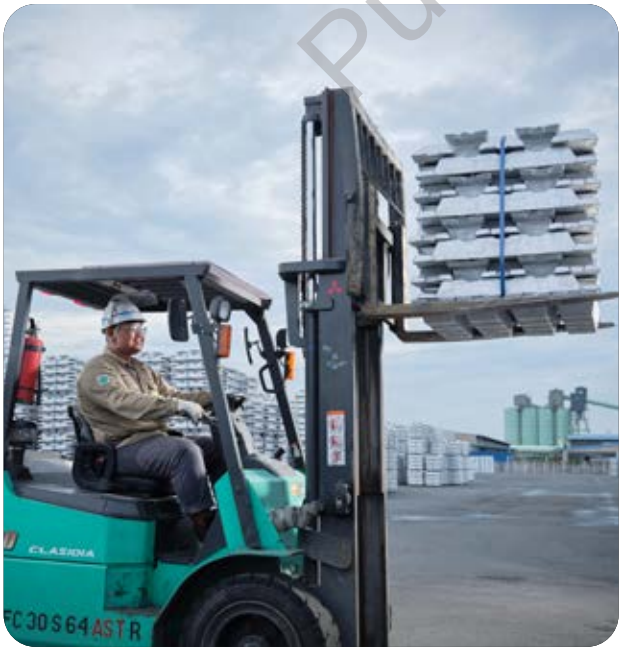
INALUM AT A GLANCE

PT Indonesia Asahan Aluminium ("INALUM" or the "Company") was officially established based on Deed No. 2 dated January 6, 1976, drawn up before Julian Nimrod Siregar Gelar Mangaradja Namora, S.H., Notary in Jakarta. The Company's deed of establishment was approved by the Republic of Indonesia Minister of Justice through Decree No. Y.A.5/12/20 dated January 10, 1976, and was announced in the Supplement to the State Gazette of the Republic of Indonesia No. 4 on January 13, 1976.



INALUM was the result of a collaboration between the Government of the Republic of Indonesia and the Nippon Asahan Aluminium (NAA) consortium, consisting of 12 major Japanese companies: Sumitomo Chemical Co., Ltd., Sumitomo Shoji Kaisha Ltd., Nippon Light Metal Company, Ltd., C. Itoh & Co., Ltd., Nissho Iwai Co., Ltd., Nichimen Co., Ltd., Showa Denko K.K., Marubeni Corporation, Mitsubishi Chemical Industries Ltd., Mitsubishi Corporation, Mitsui Aluminium Co., Ltd., and Mitsui & Co., Ltd., with Nippon Asahan Aluminium as the majority shareholder (approximately 58.87%) and the Government of the Republic of Indonesia (41.13%) to jointly build an aluminium smelting project in Indonesia under the the Asahan Project name. This project, which began as a feasibility study in 1969 to optimize the hydropower potential of the Asahan River for power generation, began in 1972, but later expanded with the construction of an aluminium smelter.

In 2013, The Government of the Republic of Indonesia took over all shares of PT Indonesia Asahan Aluminium, making it the 141st State-Owned Enterprise (BUMN) based on Government Regulation No. 26 of 2014 dated April 21, 2014, thereby changing the Company's status to PT Indonesia Asahan Aluminium (Persero).

In 2017, the Government issued Government Regulation No. 47 of 2017 concerning an increase in state capital participation of the Republic of Indonesia in the share capital of PT Indonesia Asahan Aluminium (Persero) on November 10, 2017. Then on November 27, 2017, the Government signed the transfer of government shares from PT Aneka Tambang Tbk, PT Bukit Asam Tbk, PT Timah Tbk, and PT Freeport Indonesia to PT Indonesia Asahan Aluminium (Persero). This marked the beginning of the formation of the Mining

Industry Holding. Other developments included the divestment agreement for PT Freeport Indonesia shares in 2018, involving the Central Government, the Papua Provincial Government, the Mimika Regency Government, and the Mining Industry Holding.

In 2019, the Mining Industry Holding changed its brand identity to Mining Industry Indonesia or MIND ID. Since then, PT Indonesia Asahan Aluminium (Persero) has carried out two functions: as a Mining Industry Holding with the identity MIND ID, and as the operational manager of the aluminium smelter with the identity INALUM.

Then, on December 8, 2022, the Government issued Republic of Indonesia Government Regulation No. 45 of 2022 concerning the Reduction of Republic of Indonesia State Equity Participation in PT Indonesia Asahan Aluminium. Based on this Regulation, INALUM was no longer a holding company but had changed its status to a member of MIND ID, the BUMN Holding Company. On the same date, the Government also issued Republic of Indonesia Government Regulation No. 46 of 2022 dated December 8, 2022 concerning the Republic of Indonesia State Equity Participation for the Establishment of a Limited Liability Company (Persero) in the Mining Sector. This Regulation marked the formation of PT Mineral Industri Indonesia (Persero) as a new entity within MIND ID and solidified MIND ID's corporate transformation into a strategic holding company. INALUM is now aligbed with other MIND ID members, with the aim of MIND ID focusing more on its strategic holding role, while INALUM will focus on developing the national aluminium downstream sector.

INFORMATION ON CHANGES IN COMPANY NAME AND STATUS

Since its founding on January 6, 1976, the Company was named PT Indonesia Asahan Aluminium and has never changed its name until now. However, the Company has undergone several status changes, as previously described in the brief discussion on INALUM. In 2014, the Company's status officially changed to a State-Owned Enterprise (BUMN) based on Government Regulation No. 26 of 2014, changing INALUM's status to PT Indonesia Asahan Aluminium (Persero). Then, in 2017, the government established the Mining Industry Holding, and INALUM was entrusted as the holding company that owned the majority of shares in three of Indonesia's largest mining companies: PT Aneka Tambang Tbk, PT Bukit Asam Tbk, PT Timah Tbk, and PT Freeport Indonesia. Then, in 2019, the Mining Industry Holding transformed into MIND ID (Mining Industry Indonesia) to differentiate INALUM's function as an aluminium smelting company and its holding function. Then, in 2023, in connection with the issuance of Government Regulations No. 45/2022 and No. 46/2022, INALUM's status, previously PT Indonesia Asahan Aluminium (Persero), changed to PT Indonesia Asahan Aluminium, thus eliminating INALUM's role as a holding company.

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Company Milestones

1976

PT Indonesia Asahan Aluminium established.

2014

PT Indonesia Asahan Aluminium changed its status to a BUMN. The Company name became PT Indonesia Asahan Aluminium (Persero), or INALUM.

2017

Establishment of a BUMN Mining Industry Holding Company by the Government with INALUM as the Holding Parent and PT Aneka Tambang Tbk, PT Bukit Asam Tbk, and PT TIMAH Tbk as Members.

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2018

- For the first time, INALUM issued a Global Bond worth US$4 billion.
- The Republic of Indonesia Government officially owns 51% of PT Freeport Indonesia's shares through MIND ID.

2019

- The Company transformed into Mining Industry Indonesia, also known as MIND ID.
- Formulation of MIND ID's Noble Purpose: "We explore natural resources for civilization, prosperity, and a brighter future."

2020

May
- The Company issued a US$2.5 billion Global Bond.

August
- The Company received SNI ISO 37001 certification for its Anti-Bribery Management System (ABMS).

October
- The Indometal Corporation (Asia Pacific) Pte. Ltd. name acquired in June, was changed to MIND ID Trading, a Singapore-based trading and marketing company for all MIND ID Group export commodities in the global market.
- Acquired 20% of PT Vale Indonesia Tbk.

2021

- Formation of the Indonesia Battery Corporation (IBC) as a joint venture to run the EV battery ecosystem development project.
- The PT Freeport Indonesia's copper smelter construction project groundbreaking ceremony in Gresik was held with the President of the Republic of Indonesia.

2022

- Opening of the BIGMIND Innovation Award, a competition program to encourage the growth in the innovation and research ecosystem.
- Signing of the Governance Commitment Agreement for following the Strategic Parenting Style.
- Launch of the first 5G Mining in Southeast Asia by PT Freeport Indonesia (PTFI).
- The Company signed a Memorandum of Understanding with PT WIKA Industri Manufaktur to develop a Battery Electric Vehicle Ecosystem; to deliver its commitment of a net-zero emission target at the SOE Conference ahead of the 2022 G20 Bali Summit.

2023

MIND ID - INALUM Split-Off. MIND ID officially acquired the business name PT Mineral Industri Indonesia (Persero).

2024

Commissioning of the Mempawah Smelter Grade Alumina Refinery (SGAR) Phase I Project in West Kalimantan.

2025

February
- Integrated higher economic value by becoming part of Danantara.

April
- Achieved national aluminium independence by integrating the New Aluminium-Alumina supply chain with trial shipments from BAI (a subsidiary of INALUM).

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Vision, Mission and Corporate Culture

VISION

To Become a Leading Global Company Based on Eco-Friendly Integrated Aluminium.

MISSION

1. Running an integrated aluminium smelting operations that is profitable, safe and environmentally friendly to increase stakeholder value.
2. Contributing to regional and national economic growth through operational activities and sustainable business development.
3. Participating in empowering local communities through appropriate Corporate Social Responsibility (CSR) and Community Partnership and Development Programs (PCDP/"PKBL").
4. Improving HR competencies in a planned and sustainable manner to ensure smooth operation and development of the aluminium industry.

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INALUM's vision as an environmentally friendly, integrated aluminum company serves as the foundation for applying a sustainability strategy that balances economic, social, and environmental aspects, which is realized through efficient and environmentally conscious operations, contributions to economic growth, community empowerment through CSR programs, and sustainable HC development, thereby strengthening the Company's long-term competitiveness.

INALUM'S AKHLAK VALUES

Trustworthy

Definition: Uphold the trust given.
Behavioral guidelines:
1. Keeping promises and commitments;
2. Responsible for duties, decisions and actions undertaken;
3. Upholding moral and ethical values.

Loyal

Definition: Dedicated and prioritizing the interests of the Nation and the State.
Behavioral guidelines:
1. Maintaining the good name of fellow employees, leaders, SOE and The State;
2. Willing to sacrifice to achieve greater goals;
3. Obeying the leader, as long as not in conflict with the law and ethics.

Competent

Definition: Keep on learning and developing capabilities.
Behavioral guidelines:
1. Improve self competency to respond to changing challenges;
2. Helping others to learn;
3. Complete tasks with the best quality.

Adaptive

Definition: Continue to innovate and be enthusiastic in driving or dealing with changes.
Behavioral guidelines:
1. Able to adapt quickly to be better;
2. Perform continuous improvements by following technology developments;
3. Proactive.

Harmonious

Definition: Mutual care and respect for differences.
Behavioral guidelines:
1. Appreciate everyone regardless of background;
2. Fond of helping others;
3. Building a conducive work environment.

Collaborative

Definition: Build synergistic collaboration.
Behavioral guidelines:
1. Provide opportunities for various parties to contribute;
2. Open for collaboration to generate added value;
3. Mobilizing the utilization of various resources for common goals.

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Meaning of the Company Logo

The INALUM logo reflects the essence of the Company as a global leader in the aluminium industry committed to sustainability and innovation.

The stylization of the letters "A" and "L" in the logo represents the chemical structure of aluminium, reflecting the Company's focus on the aluminium industry. The direction of the logogram towards the top right expresses INALUM's progressive character as a pioneer and leader in the Indonesian aluminium industry market, as well as its readiness to compete at the global level.

The logotype uses the Gotham Bold Lowercase font that gives the impression of discipline and professionalism (bold), while showing the friendly and humanities side (lowercase) of INALUM. .

The holding accent, in the form of a red circle, reflects the MIND ID symbol, representing a noble.

The Logo colors have deep significance. Blue reflects an advanced technology industry, while green symbolizes the Company's commitment to the environment. The red color is not only a symbol of pride for Indonesia, but also shows INALUM's dedication to creating high quality products as a leader in the global competition era. Thanks to its human capital's enthusiasm, friendliness and professionalism, INALUM's achievements as a business entity has made it the pride of the nation. With this logo, INALUM visually and symbolically conveys its identity as a Company that integrates superior technology and national resources to achieve excellence in the global market.

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Business Activities and Company Products and/or Services

BUSINESS ACTIVITIES BASED ON THE ARTICLES OF ASSOCIATION

As stipulated in Article 3 (three) of the Company's Articles of Association, as stipulated in Deed No. 138 dated March 21, 2023, made by Jose Dima Satria, S.H., M.Kn., Notary, in Jakarta, INALUM operates in the integrated aluminium industry, mining, and industrial sectors, as well as optimizes the Company's resources to manufacture high-quality and highly competitive goods and/or services to generate profits to increase the Company's value by applying the principles of a Limited Liability Company.

To achieve these aims and objectives, the Company can carry out the following main business activities:

1. To establish and operate a business in the production and processing of aluminium, including coke calcination plants and their derivative products, Aluminium Smelting Plants and Secondary Aluminium Plants, and their derivative products, including:
   a. Non-ferrous base metal manufacturing industry;
   b. Non-ferrous metal grinding industry;
   c. Non-ferrous and steel metal casting industry; and
   d. Coal products industry
2. To establish and and operate businesses in the mineral mining sector, including but not limited to copper, tin, iron, nickel, bauxite, and gold, including general surveys, exploration, feasibility studies, construction, mining, processing, refining, transportation, sales, and post-mining activities, including:
   a. Bauxite ore mining;
   b. Copper ore mining;
   c. Nickel ore mining;
   d. Other precious ore mining;
   e. Tin ore mining;
   f. Lead ore mining;
   g. Iron sand mining; and
   h. Iron ore mining.
3. Coal mining;
4. Other mining and excavation support activities;
5. Wholesale trade in metals and metal ore;
6. Motorized transportation for public goods;
7. Operating a business in the service sector, including construction development services:
   a. Industrial building construction;
   b. Other civil building construction;
   c. Residential building construction;
   d. Office building construction;
   e. Accommodation building construction; and
   f. Entertainment and sports venue building construction.
8. Other management consulting activities; and
9. Electric power generation.

Apart from the main business activities referred to, the Company may carry out other business activities to optimize the use of the Company's resources for:

1. Carrying out business activities in the service sector, including consultancy services, engineering/design services and waste management engineering services; including:
   a. Treatment and disposal of non-hazardous wastewater;
   b. Treatment and disposal of hazardous wastewater; and
   c. Technology and engineering research and development.
2. Industrial Areas;
3. Carrying out activities for trading houses, real estate, warehousing, sports, hospitals, other health services, skills training/education related to mining; including:
   a. Warehousing and other storage;
   b. Owned or rented real estate; and
   c. Private clinic activities.

BUSINESS ACTIVITIES CARRIED OUT BY THE COMPANY DURING THE FISCAL YEAR

The business activities carried out by the Company during the Fiscal Year were the production and processing of superior aluminium, to provide quality products to consumers while still paying attention to environmentally friendly business operations.

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PRODUCTS/SERVICES PRODUCED

Aluminium Products

To strengthen its position as a leading national aluminium producer, INALUM is committed to continuously improving product quality, business sustainability, and customer satisfaction. This commitment is realized through the provision of a variety of quality aluminium products, as listed in the following attachment.

- Aluminium Ingot
  The first product variant produced by INALUM weighs 22.7 kg per ingot with an aluminium content of 99.90% and 99.70%. Aluminium ingots generally require a remelting process so they can be formed into different end products, such as automotive components building construction, etc. The quality of INALUM's aluminium ingots refers to JIS H2102 (Virgin Aluminium Ingot) and JIS H1305 (Optical Emission Spectrochemical Analysis Method for Aluminium and Aluminium Alloys).

Grade/Class		Element Analyzed			Each of TI & Mn	Sum of Elements	Aluminium Purity
INALUM	JIS H2102:2009	Si	Fe	Cu			
S1-A	-	0.04% Max	0.04% Max	0.01% Max	0.01% Max	0.08% Max	99.92%
S1-B	-	0.04% Max	0.06% Max	0.01% Max	0.01% Max	0.10% Max	99.90%
S2	-	0.05% Max	0.10% Max	0.01% Max	0.01% Max	0.15% Max	99.85%
G1	Class 1	0.10% Max	0.20% Max	0.01% Max	0.02% Max	0.30% Max	99.70%

- Aluminium Billet
  INALUM produces Aluminium Billet series 6061, 6005 and 6463 with diameters of 5.7 and 8 inches. Billets are used as a mixture of materials for railway carriages, motor vehicle frames, and is widely used in roof and building construction.

  Production of INALUM Billet, a commercial product of Inallet, utilizes fully automated equipment, offering several advantages, including:
  a. Electromagnetic stirrer from ABB that ensures a more homogeneous product;
  b. Vertical direct casting from Hycast with Gas Cushion from Hycast that is recognized for its superiority in the billet manufacturing industry thereby guaranteeing product quality and ensuring maximum separation of hydrogen content and other inclusion materials; and
  c. Batch homogenization from Herwitch, Austria, that produces products requiring lower extrusion pressures, higher mechanical properties, and easy final processing.

  INALUM continues to improve its product quality through unmatched advantages, with minimal surface segregation, thinner shell zones, finer grain structure, smoother surface appearance, less oxide generation, and lower surface porosity.

Product	Type	Chemical Composition (%)								
		Si	Mg	Cu	Cr	Mn	Ti	Fe	Zn	Other Elements
6063	B1	0.38 – 0.46	0.50 – 0.58	0.10 max	0.10 max	0.10 max	0.01 – 0.02	0.25 max	0.10 max	0.05 max
6061	SC	0.70 – 0.75	1.00 – 1.10	0.17 – 0.27	0.05 – 0.10	0.05 – 0.10	0.02– 0.03	0.15 – 0.25	0.02 max	0.05 max
6005	B2	0.62– 0.70	0.49– 0.59	0.10 max	0.03 – 0.10	0.04 – 0.10	0.02– 0.04	0.10 – 0.25	0.10 max	0.05 max
6463	B1	0.30– 0.40	0.45– 0.55	0.15 – 0.25	0.05 max	0.05 max	0.01 – 0.02	0.10 – 0.16	0.05 max	0.05 max

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- Aluminium Foundry Alloy
  INALUM produces Aluminium Foundry Alloy types A356.2, AC2B, and A941 using a degassing process using Argon to remove hydrogen and separate impurities, resulting in high-quality Aluminium Foundry Alloy products. These products can be used to produce rims, vehicle engine blocks, vehicle frames, and other automotive needs. INALUM's primary alloy production process uses Australian ODT technology, using a Reverberatory Furnace with a Magnetic Sirrer to ensure a homogeneous mixture. Ceramic Foam Filters are used to filter out inclusions to maintain alloy quality.

  INALUM always carries out statistical quality control for its primary alloy products, supported by the Company's accredited laboratories. Statistical quality control techniques ensure the alloy products are of excellent quality and meet the composition standards set by the Company's laboratory, as accredited by the National Accreditation Committee (KAN). Each shipment/batch from the INALUM laboratory will be accompanied by a factory certificate.

Product	Grade	Chemical Composition (%)										
		Si	Fe	Ti	Mn	Ni	Zn	Cu	Mg	Sr	Unsur Lain	Total Unsur Lain
A356.2	A-3	6.70 – 7.30	0.10 max	0.10 – 0.20	0.02 max	-	0.02 max	0.01 max	0.34 – 0.42	0.022 – 0.030	0.05 max	0.15 max
AC2B	-	5.7 – 6.4	0.19 max	0.028 max	0.027 max	0.3 max	0.3 max	1.0 – 2.3	0.19 – 0.27	-	-	-
A941	-	2.6 – 3.1	0.25 max	0.01 max	0.02 max	-	0.02 max	0.02 max	0.02 max	0.001 – 0.005	0.02 max	0.15 max

Non Aluminium Products

The Company offers non-aluminium products in the form of services, including co-working space, ICO Space – INALUM Main Office, which is designed to provide a safe, comfortable, and productive work environment. Through ICO Space – INALUM Main Office, the Company offers a unique and efficient work experience in a leading industrial area. ICO Space – INALUM Main Office is equipped with comprehensive facilities and super-fast internet connection.

Aluminium Processing Facilities and Plants

As part of its performance improvement strategy, INALUM relies on superior, integrated facilities and factories, including a strategically located ports, Aluminium Smelters, and Hydroelectric Power Plants. INALUM's facilities are centers of innovation and excellence in high-quality metal production. With its advanced technology, the Company ensures efficient and sustainable operations to optimally meet industry needs.

- **Aluminium Smelting Plants**
  To produce a variety of integrated profitable, safe, and environmentally friendly aluminium products, several key components are essential for the smooth operation of the process. These include a carbon factury used for producing anode blocks; a reduction factury that uses electricity to reduce alumina; a casting factury to smelt aluminium and its derivatives; a transmission network and substations to provide power; and storage yards for storing aluminium products.

a. Carbon Factory

The Carbon Factories are strategic facilities that produces anode blocks, which serve as electrodes in the aluminium reduction process. These facilities consist of three main process units: the Raw Anode Plant, the Anode Roasting Plant, and the Anode Casting Plant.

In the initial stage, calcined petroleum coke, coal tar pitch, and anode butt are mixed and formed into raw anode blocks. The anodes are then baked at approximately 1,250°C to achieve the required physical and chemical characteristics. Next, the anode shaft is assembled using molten cast iron before being sent to the Reduction Plant.

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b. Reduction Plant

INALUM's Reduction Plant have a maximum production capacity of 278 thousand tons per year, powered by 510 smelting furnaces. The Reduction Plants is where the molten aluminium is produced, using direct current generated from the Power Plant and then distributed to the smelting furnaces. The raw materials used in this process include alumina, carbon, and aluminium fluoride. The primary operations in the melting furnace are Metal Tapping and Anode Changing. In addition, the most important aspects includes controlling operational parameters, maintaining furnace stability to achieve optimal performance, and to ensure energy efficiency.

c. Casting Plant

The liquid aluminium melted in the Reduction Plant is then transported to the Casting Plant. At this plant, all the molten aluminuim is cast into INALUM's three main products: Aluminium Ingots, Aluminium Billets, and Aluminium Alloys, depending on market demand.

d. Storage Yard

The Storage Yard is the storage location for all of INALUM's aluminium products. This is where all products are stored before being shipped to INALUM's customers

e. Transmission Network

The electrical power generated by the Siguragura and Tangga power stations is distributed through a 120-km transmission network with 271 towers and a voltage of 275 kV to Kuala Tanjung.

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f. Substations

Through the Kuala Tanjung substation, electrical energy is distributed to three reduction plant buildings and other supporting facilities via transformers and rectifiers with a total DC current of 195 kA to 235 kA and a voltage of 800 V.

g. Ports

PT INALUM's Terminals for own interest (TUKS) are located within the waters of Kuala Tanjung Public Port in the northern part of Sumatra Island, Indonesia. The port is open 24 hours a day, sea and weather permitting.

Construction of the pier was completed in 1980, with three piers connected to land by a 2,430-meter-long trestle bridge, surmounted by a belt conveyor for transporting bulk cargo.

Pier A is located to the east and is used to unload raw materials for the factory, while Pier B, to the west, is used to load the Company's products, including aluminium ingots, billets, and alloys, and for unloading fuel (diesel). Pier C, located in the inner part of the trestle, is used to serve public needs and was donated to the Government of the Republic of Indonesia on April 24, 1984.

In addition to its TUKS Terminal, PT INALUM's docks operate with a security system that adheres to the International Ships and Port Facilities Security Code (ISPS Code 2002), a Pollution Control Requirements Compliance Certification, and a Marine Spatial Utilization Activity Approval (PKKPRL) permit.

h. Hydroelectric Power Plants

One of the keys to aluminium production is affordable electricity and alumina resources. Electricity is a critical component in the aluminium production process, requiring 14,000-14,300 kWh per ton of aluminium. To meet this electricity demand, the Company utilizes the Asahan River, which flows from Lake Toba in North Sumatra, as the foundation for its hydroelectric power plant (PLTA).

The Company owns three dams and two hydroelectric power plants, known as the Asahan 2 Project: the Pengatur Dam, the Siguragura Dam, and the Tangga Dam. The Siguragura and Tangga hydroelectric power plants utilize the Asahan River's water flow from Lake Toba in North Sumatra to drive the turbines in the Company's hydroelectric power plants. 14,000-14,300 kWh of electricity is required to produce one ton of aluminium. These generating facilities play a crucial role in supplying electricity for the ongoing production of the aluminium smelter in Kuala Tanjung. The Company's hydroelectric power plants have a maximum capacity of 602.8 MW (286 MW from the Siguragura hydroelectric power plant and 316.8 MW from the Tangga hydroelectric power plant).

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Production Process

The Company produces aluminium, a metal with promising business prospects due to its strength, light weight, and recyclability. Aluminium is a competitive material compared to steel in many applications, as well as other materials such as plate, tin, plastic, and glass in the packaging industry, and with copper in cables and wires, as well as other heat-conducting materials.

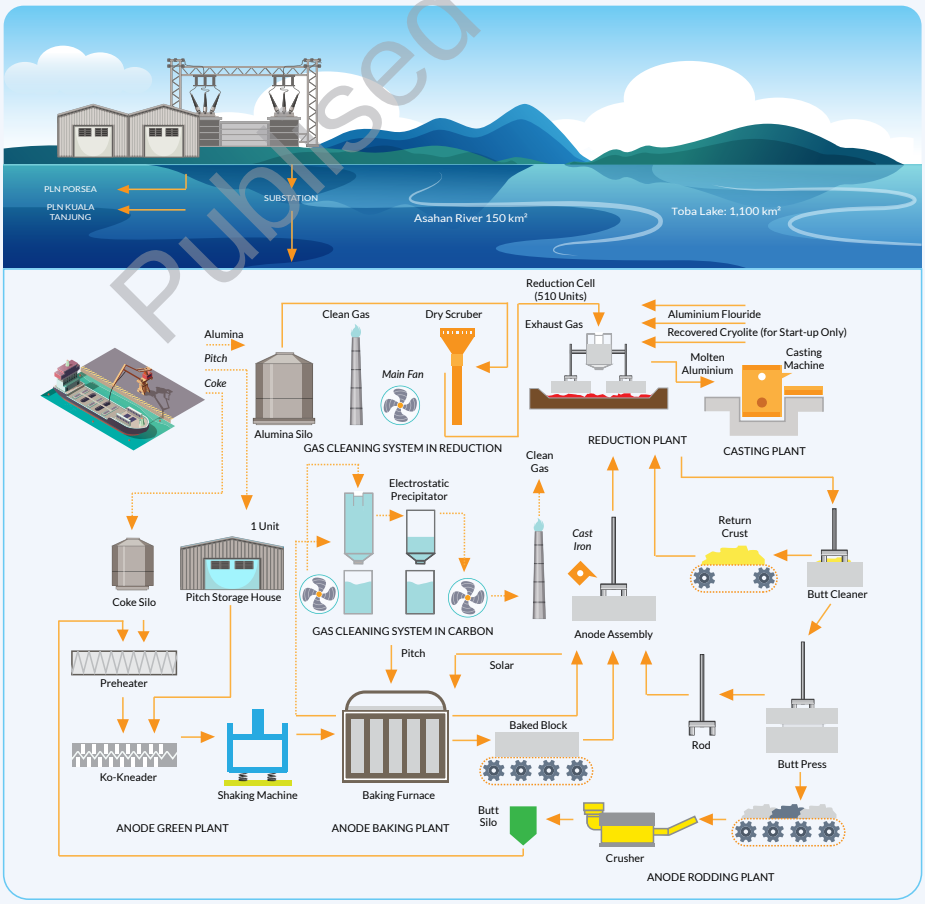
The key to aluminium production is the availability of affordable electrical energy resources and the primary raw material - Alumina. Electricity is a crucial component in the aluminium production process due to its high demand; where producing one ton of aluminium requires approximately 14,000-14,300 kWh of electricity. Aluminium is traded as one of the world's leading non-ferrous metal commodities. Global aluminium prices are quoted on the London Metal Exchange (LME) in London, England. The LME is the global center for industrial metal trading. Over 80% of global non-ferrous metal business is conducted on the LME, and its commodity metal prices serve as a global benchmark. The LME prices aluminium in US dollars per ton.

Prices on the LME are determined not only by supply and demand but also by expectations and sentiment in the financial sector. Changes in industries that use aluminium in their products can have a significant impact on the aluminium industry itself.

Aluminium is an abundant metal in the Earth's crust, the third most abundant element after oxygen and silicon (approximately 8% of the Earth's solid surface). Due to its highly reactive nature, aluminium is not found as a free metal but is found in combination with more than 270 different minerals (Bassam Z. Shakhashiri, 2007).

Aluminium raw materials come from the refining of bauxite ore, which is abundantly found in tropical and subtropical regions. This refining process produces alumina, which is then processed through electrolysis. To produce 1 ton of liquid aluminium, 2 tons of alumina or 4 tons of bauxite are required (1 ton of alumina is produced from 2 tons of bauxite).

The aluminium smelting process can be described as follows:



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Aluminium Electrolysis Process

With the advancement of industrial technology, modern aluminium smelters now employ the Hall-Heroult Process, an electrolysis method independently discovered by Charles Martin Hall in the United States and Paul L.T. Heroult in France in 1886. In this process, alumina is dissolved in an electrolyte solution called cryolite (Sodium Aluminium Fluoride, Na3AlF6) at 950°C in a reduction furnace. Then a very high-intensity direct current is passed from the anode through the electrolyte solution to the cathode at a low voltage. The simplified reaction is as follows:

$$2\,Al_2O_{3(s)} + 3\,C_{(s)} \rightarrow 4\,Al_{(liq)} + 3\,CO_{2(g)}$$

Factories producing primary aluminuim are often built in areas with abundant energy resources, such as hydroelectric power plants. Downstream aluminium products include:

Billet

An aluminium derivative product generally in the form of solid cylinders in various sizes used in the extrusion industry.

Alloy

Aluminium derivative products are made by mixing aluminium as the base metal with supporting substances such as Silicon, Magnesium, Zinc, or other substances to achieve the desired product properties. They are generally in the form of ingots weighing 8-12 kg each.

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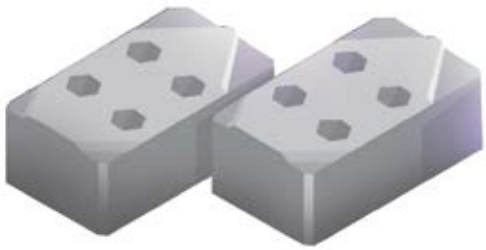
COMPANY PRODUCTION FACILITIES

1. **Carbon Plant**
   The Carbon Plant produces anodes, which are used as positive electrodes in the aluminium electrolysis process. Operations are carried out in three phases, as follows:

   a. **Raw Anode Plant**
   The Raw Anode Plants produce Raw Anode Blocks (GB) using Calcined Petroleum Coke (CPC), Coal Tar Pitch (CTP), Anode Butt (recycled material), and Green Scrap (GS) as the main raw materials.

   All materials are mixed using a Kneader to form an anode paste, then molded using a Shaking Machine to produce GB. The GB is then sent to the Anode Baking Plant for further processing.

Raw Anode Blocks



b. Anode Baking Plant

The Anode Baking Plant processes GB into Roasted Anode Blocks (BB) through a roasting process in an Anode Baking Furnace (ABF) for approximately ±18 days. This process aims to improve the physical and chemical quality of the anode before use in the reduction furnace.

The main facilities in this unit include the GB Storage Yard, Anode Block Storage House, Boiler Room, Pump Unit Room, Anode Baking Furnace (ABF), and Gas Cleaning Facility. The GB Storage Yard serves as a temporary storage area and initial cooling area. The Anode Block Storage House is used for both GB and BB storage.

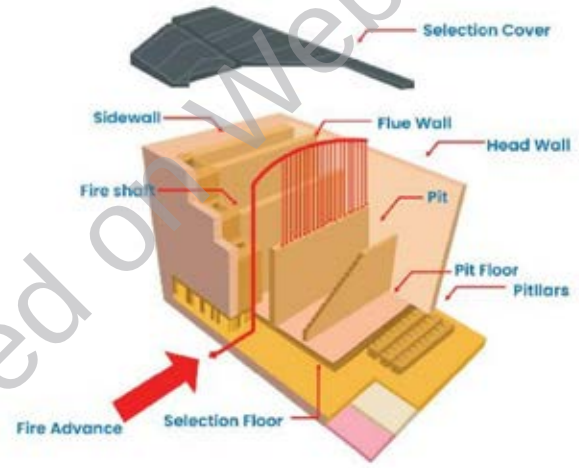
The boiler produces hot steam to support the Detarrer operation in the gas cleaning system. Two boiler units operate alternately. The fuel currently used is Natural Gas (NG), which is more environmentally friendly than diesel.

Building	Number of Furnaces	Number of Burning Chains	Number of Anodes/Furnace	Combustion Cycles
A1	30	2	90	36-44 jam
A2	30	2	90	36-44 jam
B1	30	2	90	36-44 jam
B2	16	1	90	36-44 jam

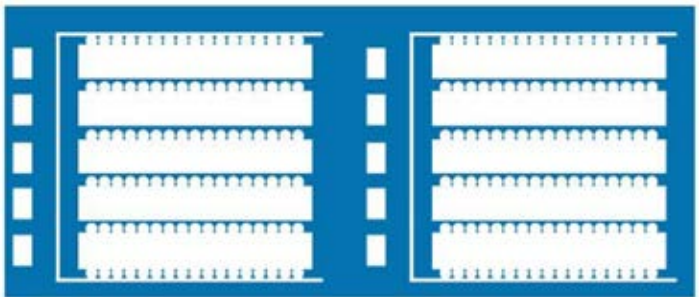
The ABF used is a closed-type furnace manufactured by Riedhammer, with a total of 106 furnaces.

Each furnace has five pits with a capacity of 18 anode blocks per pit. An inter-furnace hot gas circulation system is designed to maintain the thermal efficiency of the process.

The roasting gas, containing dust, CO_2, HF, SOx, and other components, is processed through a gas cleaning system consisting of a Gas Cooler, a Detarrer (electrostatic precipitator), and a Sack before being released into the atmosphere in accordance with emission standards. Unit operations are supported by five Anode Baking Cranes (ABCs) for handling anode blocks and supporting materials



Design of a Coal-Burning Oven



Top View of a Coal-Burning Stove

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c. Anode Rod Plant

The Anode Rod Plant processes Baked Anode Blocks (BB) into Anode Rods. The Anode rod consists of an aluminium rod with four iron legs. Assembly uses molten cast iron produced by an Induction Furnace. The facility has three Induction Furnace units, with two operating and one on standby. The assembled anodes are sprayed with molten aluminium to prevent oxidation during the electrolysis process. The products are then transported to the Reduction Plant using an Anode Transport Car (ATC). Also, this unit is equipped with anode butt and butt crust processing facilities to support circular principles and material efficiency. The processed material is returned as raw material for production or mixed with alumina in the reduction furnace. The separated anode rods are cleaned, pressed to remove excess cast iron, and inspected before being reused in the next cycle.

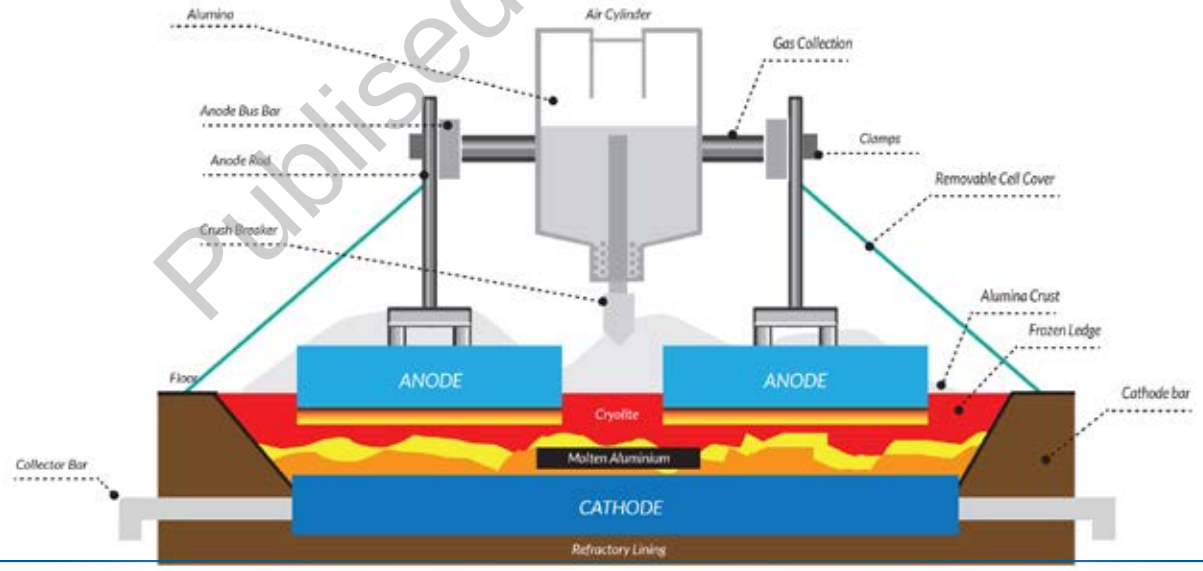
2. Reduction Plant

The Reduction Plant operates to produce molten aluminium through the Hall-Héroult process. The electrodes used are carbon anodes and cathode bars. The cathode bars are not manufactured by the Company itself, but are cathode assemblies produced by the Lining Material Shop (LMS). The reduction furnace is a steel box with walls lined with insulating or refractory stone, carbon, and castable. The base contains insulating or refractory stone and an alumina layer. At the top of the reduction furnace are several facilities, including busbars for conducting electrical current, a hopper for storing alumina, an alumina gate for supplying alumina to the furnace, a breaker as a breaker for the bath solution that freezes on the surface, and a gas duct as a suction gas medium from the reduction furnace.

A cathode block is placed above the layer of alumina at the bottom of the reduction furnace. Molten aluminium sits on the cathode surface, and the cryolite solution sits above it. The anode is attached to the busbar at the top of the reduction furnace, and the anode block is partially immersed in the cryolite solution. The anode surface is coated with alumina to prevent oxidation.

Electric current flows through the reduction furnace, starting from the main busbar and moving to the collector bar, passing through the anode block, cryolite solution, molten aluminium, and the cathode, until it exits the collector bar and re-enters the main busbar of the next reduction furnace. The electric current flows in series within the reduction furnace.

Reduction Furnace



The Company has 510 reduction furnaces across 3 buildings (1 building contains 170 reduction furnaces). Currently, 502 furnaces are operating, with 332 reduction furnaces operating at 195 kA, and 170 reduction furnaces operating at 235 kA, with an average voltage of 4.4 volts per furnace.

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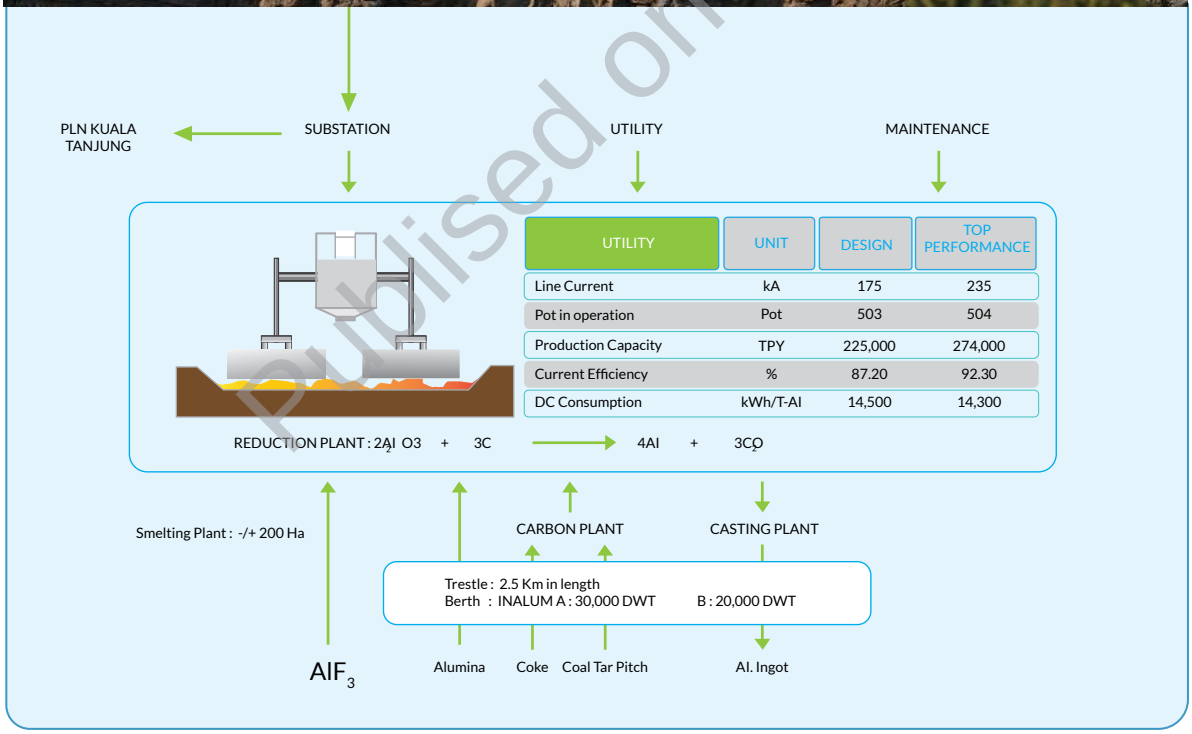
a. Reduction Pot Operation

The intensity of the electric current entering the reduction furnace is controlled by facilities at the Substation.



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Materials required for reduction furnace operations consist of alumina as the primary raw material, anodes and cathodes as electrodes, cryolite solution, often referred to as a bath, as the electrolysis medium, and aluminium fluoride (AlF3) as an additive.

Reduction furnace operations require maintenance and repair of equipment and utilities. Utilities supply compressed air used in the operation of the equipment in the reduction furnace. The molten aluminium produced from the reduction furnace operation is sent to the Casting Plant to be processed into aluminium ingots.

- **Anode Replacement**
  Each Reduction Furnace has 18 anodes attached to the busbars. The average lifespan of these anodes in the Reduction Furnace is 26.7 days. To maintain stable voltage and to ensure the electrolysis process runs smoothly, anode replacement is performed periodically and regularly. Anode replacement in the Reduction Furnace is carried out every 32 hours using an Anode Changing Crane (ACC). The anodes replaced from the Reduction Furnace are called anode butts and are sent back to the Anode Rodding Plant for recycling.

- **Anode Busbar Lifting**
  During the electrolysis process, the anode is consumed, so the busbar needs to be lowered to maintain the same distance between the anode and cathode. The busbar movement is controlled by a computer program. The busbar is periodically raised to its original position using an Anode Changing Crane (ACC) and an Anode Jacking Frame (AJF).

- **Liquid Aluminium Tapping (Metal Tapping)**
  The liquid aluminium produced in the Reduction Furnace is tapped every 32 hours. The quantity of tapped aluminuim ranges from 1.8 to 2.0 tons per furnace, depending on the condition of the Reduction Furnace Liqiud Aluminium Tapping is carried out using ACC and Ladle with a vacuum system. The recovered liquid aluminium is transported directly to the Casting Plant using a special vehicle called a Metal Transport Car (MTC).

- **Material Charging**
  Another material added into the Reduction Furnace is Aluminium Fluoride (AlF3), an additive that supports the electrolysis process in the cryolite bath.

- **Crust Breaking and Alumina Feeding**
  The alumina entering the Reduction Furnace is controlled by a computer program that is influenced by furnace conditions. Stable furnace conditions will trigger more frequent alumina feeds, resulting in more molten aluminium. Before the Alumina enters the Reduction Pot, the crust on the bath surface will be broken-down to ensure the Alumina directly enters the bath solution. The quantity of Alumina entering the Reduction furnace is approximately 4 kgs per charging.

- **Voltage and Noise Control**
  To maintain the stability of the Reduction Furnace, a computer program controls the voltage within standard limits and controls noise (fluctuations caused by uneven electric current distribution). If the computer is unable to control the voltage and noise, manual control is required. The voltage and noise in the Reduction Furnace can be monitored periodically on the computer.

- **Anode Effect Shutdown**
  Anode Effect (AE) occurs when the voltage in the Reduction Furnace suddenly rises due to the alumina concentration in the bath being too low (<1%). During AE, the voltage at 4.4 volts rises to above 8 volts, which can cause pot leaks. AE can

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be stopped by lowering the anode to reduce the voltage, or adding alumina to the bath to increase the alumina concentration, allowing carbon dioxide gas below the anode to escape. This process is also assisted by a computer program. After the AE shutdown is complete, the anode is raised back to its original position.

- **Parameter Measurement**
  Parameters measured periodically in the Reduction Furnace are:
  - » Bath temperature, measured 6 times a week,
  - » Bath and metal level, measured every 32 hours,
  - » Bath acidity, measured 2 a week,
  - » Metal purity, measured every 4 days,
  - » The Liquid Aluminium quantity in the Reduction Furnace is sampled once a month.

- **Reduction Furnace Cut Off**
  The reduction furnace will be shut down if its condition has deteriorated and cannot be operated further. Deteriorating reduction furnace conditions are indicated by increases in iron content, silica content, voltage, noise, bath temperature, or prolonged AE duration. In these conditions, cut out is performed before the reduction pot leaks.

- **Gas Cleaning System**
  The Reduction Plant is supported by a Gas Cleaning System to clean the Hydrogen Fluoride (HF) gas produced by the Reduction Furnace. The gas cleaning principle uses a dry system where the HF gas from the Reduction Furnace is effectively recovered and reused back into the Reduction Furnace. The HF gas is captured by Alumina, preventing it from being released into the atmosphere and polluting the environment.

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The Gas Cleaning System facilities in the Reduction Furnace consist of a Fresh Alumina Handling System, a Dry Scrubbing System, and a Bath Material Mixing Center.

» Alumina Handling System
The process of filling Alumina into the silo starts from unloading the Alumina from the ship using a Pneumatic Unloader at the port located 2 km from the silo. Alumina is then transported into the silo via a belt conveyor. There are 3 Alumina storage silo units with a capacity of 20,000 tons per silo. Removing Alumina from the silo is carried out using a Rotary Feeder with a capacity of 60 tons per hour. Alumina is continuously flowed to the Dry Scrubbing System (24 hours per day).

» Dry Scrubbing System
The Dry Srubbing System is the core system of the Gas Cleaning System from the Reduction Furnace. HF gas from the Reduction Furnace is sucked in using the Main Exhaust Fan (MF) through the Gas Duct to the Reactor Tube. Simultaneously, Alumina from the silo is also flowed into the Reactor Tube using an Air Slide and Blower. The reaction of binding Florida Hydrogen gas by Alumina will occur in this Reactor Tube resulting in Reacted Alumina.

$$Al_2O_3 + 6\,HF \leftrightarrows 2\,AlF_3 + 3\,H_2O$$

Reacted Alumina (AlF3) will be sent to a day bin for temporary storage. Clean gas will be vented to the atmosphere through a chimney.

The Gas Cleaning Facility is divided into three lines, each consisting of nine Main Fan (MF) units serving one Reduction Furnace building. The total number of MF units is 27, serving three Reduction Furnace buildings.

» Bath Material Mixing Center
The Bath Material Mixing Center mixes reacted alumina with crust recycled from the Anode Processing Plant. Reacted Alumina is removed from the RA bin and crust removed from the silo, mixed at a ratio of 90% Reacted Alumina to 10% crust. The Reacted Alumina and crust are weighed using a belt scale before mixing. The belt scale automatically ensures efficient mixing. This mixed material is transported to the day bin in the Reduction Furnace building using a Belt Conveyor with a maximum capacity of 250 tons per hour. The material is then fed into the Reduction Furnace hopper using an Anode Changing Crane (ACC). All three components of the gas cleaning system are automatically operated and controlled through the Alumina Supply Control Room (ASCR).

3. Casting Plant

The Casting Plant is responsible for casting Liquid Aluminium into Aluminium Ingots. Liquid Aluminium sent from the Reduction Plant is transported by Metal Transport Car (MTC) to the Casting Plant. Before and after being poured into the Holding Furnace, the Metal Transport Car, ladles, and their contents are weighed on a scale with a maximum capacity of 40 tons to determine the amount of Liquid Aluminium cast.

In the Casting Plant, Liquid Aluminium is poured into a Holding Furnace, maintaining a temperature within a certain range. The Liquid Aluminium is then sprinkled with flux to bind impurities (dross) within the Liquid Aluminium. The dross formed on the surface of the Liquid Aluminium is removed and cooled in a dross cooling area. The clean Liquid Aluminium is then cooled and poured into a casting machine through a conveyor belt, where it solidifies to form Aluminium Ingots. The ingots exiting the casting machine enter a cooling conveyor and are then transferred to a stacking conveyor using a servo arm.

Aluminium Ingots, each weighing 22.7 kg, are bundled together, resulting in a total weight of approximately 1 ton (44 bars). After being weighed and coded, the Aluminium Ingots are transported to the cooling yard by forklift. The cooled ingots are then bundled and stored in the ingot storage yard, ready for distribution to buyers.

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Aluminium Ingot Product Specifications

Grade	% Si (Max)	% Fe (Max)	% Cu (Max)	% Ti or Mn (Max)	% Al (Min)
S1-B	0.04	0.06	0.01	0.01	99.90
G1	0.15	0.20	0.01	0.02	99.70

The Casting Factory has 10 furnaces, consisting of 5 smelting furnaces and 5 holding furnaces with an average capacity of 30 tons (4 furnaces) and 40 tons (6 furnaces). In addition, the Casting Plant has 5 horizontal casting machines with a maximum speed of 13 tons/hour, supported by 2 Dross Processing Units for dross processing.

The Casting Factory is currently constructing a facility for aluminium product diversification, producing alloys and billets. The furnaces for the diversified products will be equipped with an Electro Magnetic Stirrer (EMS) to ensure homogeneity in the alloying process. The alloy will be cast on a horizontal casting machine with a maximum speed of 12 tons/hour, while the billets will be cast on a Vertical Direct Chill Casting machine. The billet production facility is equipped with 1 homogenizing furnace to obtain high-quality billets.

The alloy weighs 10 kg per bar, with two stacking configurations: 930 kg per bundle (93 bars) and 510 kg per bundle (51 bars). While, the billet is 5.8 meters long with diameters of 5 inches, 7 inches, and 8 inches.

Aluminium Processing

Primary aluminium can be mixed with other materials to produce alloys of different types and properties. The main components of alloys are aluminium, silicon, iron, copper, and magnesium. There are several ways to process aluminium derivatives into usable products, namely:

1. Casting, into an infinite variety of shapes.
2. Thinning, into plates, sheets, or very thin wafers. The rolling process changes the metal's characteristics, making it more ductile.
3. Extrusion into various shapes. Products made from aluminium can be recycled many times. The energy required to recycle aluminium and the resulting greenhouse gas emissions are only 5% of those of primary aluminium production.

BENEFITS OF ALUMINIUM

Due to its characteristics of lightness, strength, malleability, corrosion resistance, high electrical conductivity, and resistance to heat and cold, aluminium can be used in construction, transportation, electrical equipment, and packaging. Pure aluminium is quite soft, but by mixing it with small amounts of other metals, the resulting aluminuim can have the strength of steel with half the mass. Aluminium's corrosion rate is 1/25 that of steel, and its high resistance to corrosion is high. Aluminium's mass is equivalent to 1/3 that of copper, while its electrical conductivity is twice that of copper. These properties are very advantageous for aluminium applications in building construction as a substitute for wood, automotive parts, and power transmission.

All types of aluminium products can be used in building construction and renovation, such as frames, angles, windows, skylights, doors, screens, rain guards, canopies, and more. Lightweight automotive engines benefit from fuel savings and are environmentally friendly throughout the vehicle's lifetime. Lighter transmission cables require fewer and lighter supporting structures.

Aluminium products are also widely used for protection, packaging, and serving food and beverages. Aluminium can be formed into very thin sheets, offering lightness, strength, and excellent insulating qualities, preserving food, cosmetics, and pharmaceutical products, protecting them from ultraviolet radiation, odors, and bacteria. Aluminium packaging is safe, tamper-resistant, hygienic, easy to open, and recyclable. Aluminium conducts heat and reflects radiant heat. About half of the cooking utensils on the market are made of aluminium. Aluminium utensils require only a quarter of the energy required to heat steel or cast iron. Aluminium loses only about 7% of the heat it receives and uses 93% of it for cooking.

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Company's Operational Areas

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Smelter Factory Head Office, Kuala Tanjung
Kuala Tanjung, District Sei Suka 21257. Batu BaraRegency, North Sumatra, Indonesia
P.O. BOX 1 Kuala Tanjung
Telephone : (+62622) 31311
Faksimile : (+62622) 31001
Email : corsec@inalum.id

Representative Office INALUM, Jakarta
Gedung Energy Lt. 16 SCBD Jl. Jenderal Sudirman Kav. 52-53 Jakarta 12190.
P.O. BOX 6917 Jakarta Selatan, Indonesia
Telephone : (+6221) 27517566
Email : corsec@inalum.id

Liaison Office, Medan
Jalan R.A. Kartini No.21, Madras Hulu, Kec. Medan Polonia, Kota Medan, Sumatera Utara 20152, Indonesia
Telephone : (+621) 4556946

PLTA Office, Paritohan
Paritohan. Kecamatan Pintu Pohan Meranti 22388, Kabupaten Toba Samosir, Sumatera Utara, Indonesia
P.O. BOX 1 Porsea
Telephone : (+62622) 31331
Faksimile : (+62622)31332
Email : corsec@inalum.id

Membership in Associations

As an entity that continuously develops its business network and builds relationships with stakeholders, particularly in the aluminium industry, INALUM is a member of several industry associations. This participation is not merely membership, but also active involvement, to optimize business networks and enhance communication channels.

As of December 31, 2025, INALUM was a member of the following associations:

No.	Name of Association	Joined	Position
National			
1	Asosiasi Gabungan Industri Aluminium Indonesia (GALUNESIA)	January 19, 2023	Founding Board and Chair of Internal and External Relations
International			
2	Aluminium Stewardship Initiative	February 2026	Member
3	United Nations Global Compact (UNGC)	January 2026	Member

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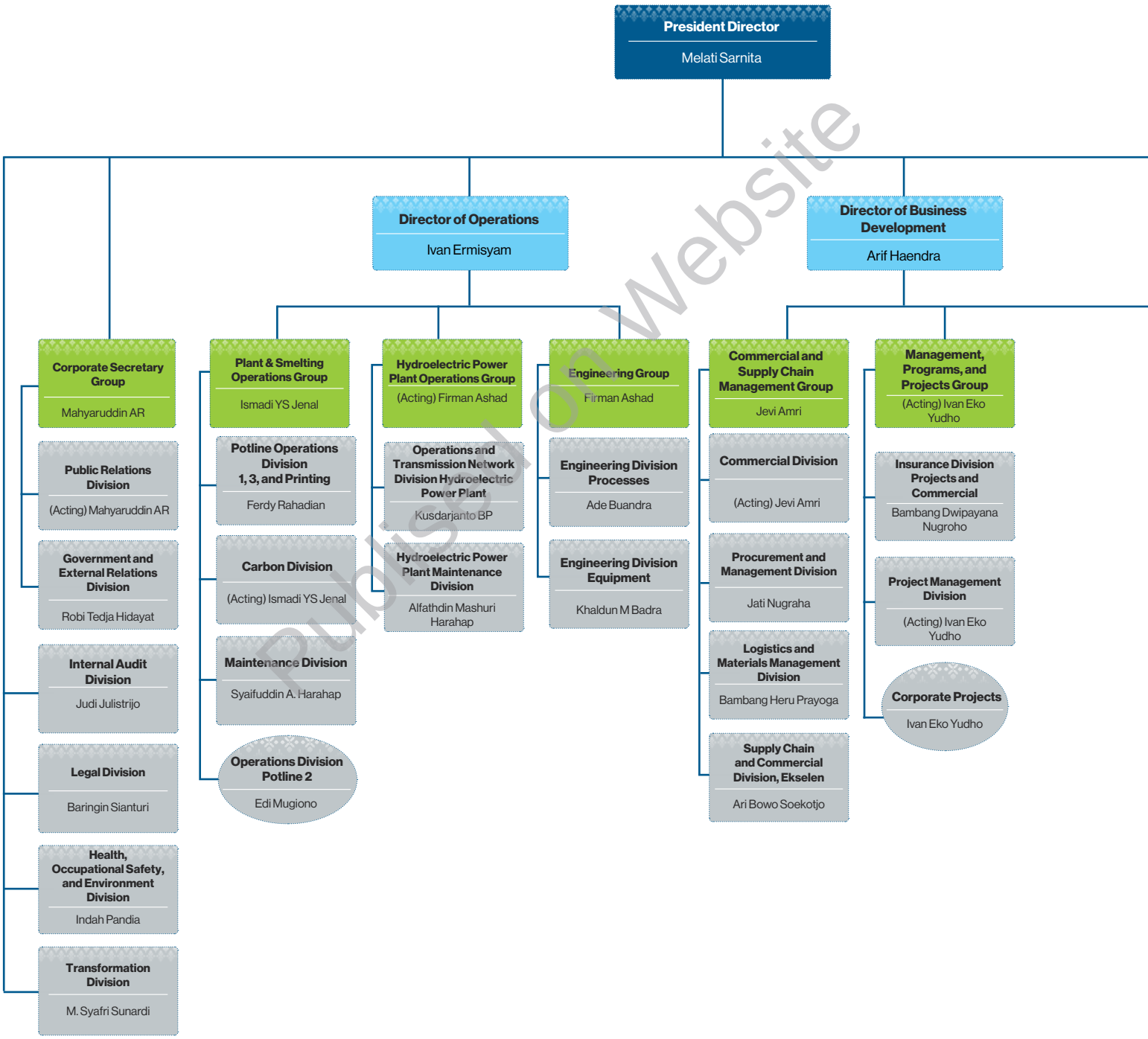
Company Organizational Structure

To support effective business management, strengthen governance, strategic decision-making, and to accelerate sustainable business transformation, the Company has established an adaptive and integrated organizational structure. The Company's Organizational Structure for 2025 refers to the Board of Directors' Decree No. SK-001/DIR/2025 dated February 12, 2025, and the Board of Directors' Regulation No. PER-007/DIR/2025 dated July 1, 2025, as shown in the following organizational structure:



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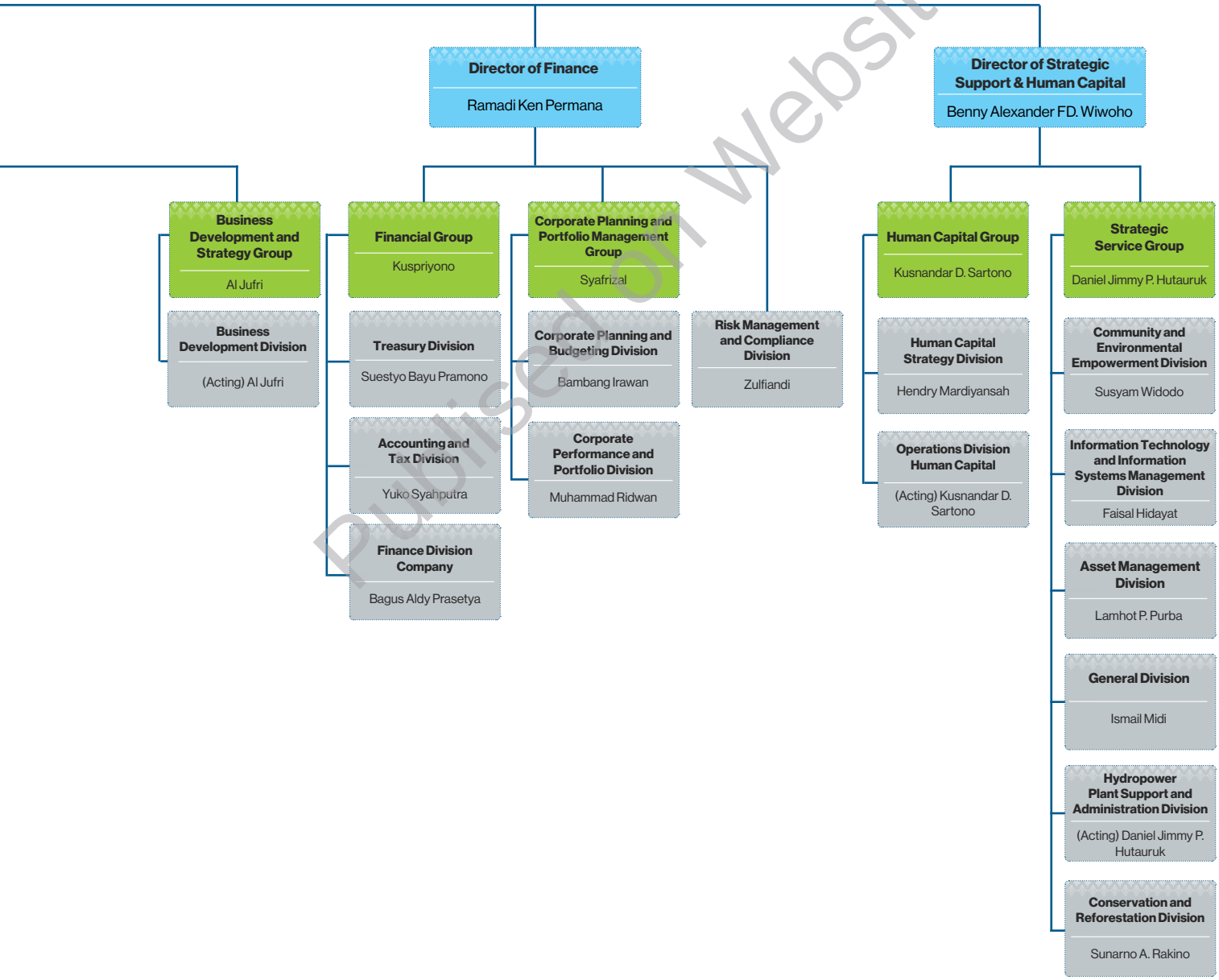
This organizational structure supports the strengthening of governance, operational excellence, and the Company's sustainable business transformation.



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Board of Commissioners Profiles

In 2025, INALUM's Board of Commissioners actively carried out its supervisory function to support the strengthening of governance, strategy implementation, and business transformation of the Company. During the reporting year, there were also changes to the Board of Commissioners composition, further strengthening the competence, experience, and effectiveness of strategic supervision and the Company's sustainability. INALUM's Board of Commissioners composition as of December 31, 2025, was as follows:

MUSA BANGUN

President Commissioner concurrently Independent Commissioner

Term of Office : July 23, 2024 – GMS 2029, 1st (One) Period

Indonesian | 68 years old | Penampean, November 12, 1957 | DKI Jakarta

Legal Basis for Appointment

Appointed for the first time as President Commissioner concurrently Independent Commissioner of the Company based on the Joint Decree of the Minister of SOEs and the President Director of PT Mineral Industri Indonesia (Persero) as Shareholders of PT Indonesia Asahan Aluminium No. SK-186/MBU/07/2024 and No. SK-014/DIR/2024 dated July 23, 2024.

Educational History

- Akabri (1983)
- Seskoad (1998)

Work Experience

- Danrem 091/Aji Surya Natakesuma (2009—2010)
- Kostrad Inspector, Director of Kodiklatad Medical Command (2012—2013)
- Danrem 131/Santiago (2013—2015)
- Pati, Army Chief of Staff's Legal Expert (2015)
- Army Chief of Staff's Expert Coordinator (2015—2017)

Certification

GRCE Professional Advance-Level Executives (2024)

Independence Declaration

Has not served more than 2 (two) terms as Independent Commissioner.

Concurrent Positions

Within the Company :
Chair of the Nomination, Remuneration, Risk Monitoring, and GCG Committee (NRRMGCG) Committee

Outside the Company :
Does not hold concurrent positions

Affiliated Relationships

Has no affiliated relationship with either members of the Board of Directors and other members of the Board of Commissioners, nor with the controlling and majority shareholders.

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INDRA SIMARTA

Commissioner

Term of Office : July 23, 2024 – 2029 GMS, 1st Period (One)

Indonesian | 61 Years old | Medan, December 28, 1964 | DKI Jakarta

Legal Basis for Appointment

Appointed for the first time as Commissioner of the Company based on the Circular Decision of the Shareholders of PT Indonesia Asahan Aluminium (Persero) concerning Changes to the Company's Management Composition No. 215/E.DIRUT/VII/2024 dated July 16, 2024.

Educational History

- Bachelor of Architectural Science - Curtin University, Perth Western Australia (1989)
- Bachelor of Architecture - Curtin University, Perth Western Australia (1991)

Work Experience

- Independent Commissioner of Lippo Cikarang (2008-2015)
- Independent Commissioner of Goa Makassar Township Development (2015-2017)
- President Commissioner of PT Pialang Asuransi Provis Mitra Sinergi (2019-present)

Certification

- GRCE Professional Advance-Level Executives (2024)
- Certified Governance Oversight Professional (2025)

Rangkap Jabatan

Within the Company:
Member of the Nomination, Remuneration, Risk Monitoring, and GCG Committee (NRRMGCG) Committee

Outside the Company:
Does not hold concurrent positions

Affiliated Relationships

Has no affiliated relationship with either members of the Board of Directors and other members of the Board of Commissioners, nor with the controlling and majority shareholders.

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HARI SOEBAGIJO

Independent Commissioner

Term of Office : July 23, 2024 – 2029 GMS, 1st Period (One)

Indonesian | 61 years old | Bondowoso, February 22, 1964 | DKI Jakarta

Legal Basis for Appointment

First appointed as Commissioner of the Company based on the Circular Decision of the Shareholders of PT Indonesia Asahan Aluminium (Persero) concerning Changes to the Company's Management Composition No. 215/E.DIRUT/VII/2024 dated July 16, 2024.

Educational History

- Bachelor's degree in Political Science - Universitas Terbuka
- Master's degree in Law - Universitas Diponegoro (2010)

Work Experience

- Aslog Kasdam I/BB (2013)
- Pamen DAM IM (2014)
- Associate Bid Analyst BTD Ditfasjasa Kemhan RI (2014)
- Kabag Fasbang & BMN Roum Setjem Kemhan RI (2017)
- Kapuskon Baranahan Kemhan RI (2019)
- TNI AD Headquarters Party (2022)

Certification

- GRCE Profesional Advance-Level Executives (2024)
- Certified Governance Oversight Professional (2025)

Independence Declaration

Has not served more than 2 (two) terms as Independent Commissioner.

Concurrent Positions

Within the Company:
Chair of the Audit Committee

Outside the Company:
Does not hold concurrent positions

Affiliated Relationships

Has no affiliated relationship with either members of the Board of Directors and other members of the Board of Commissioners, nor with the controlling and majority shareholders.

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ALI SAID

Commissioner

Term of Office : June 10, 2025 – 2030 GMS, 1st Periode (One)

Indonesian | 59 Years old | Indramayu | DKI Jakarta

Legal Basis for Appointment

Appointed for the first time as Commissioner of the Company based on Joint Decrees of the Minister of SOEs and the President Director of PT Mineral Industri Indonesia (Persero) as Shareholders of PT Indonesia Asahan Aluminium, No. SK-146/MBU/06/2025 and No. SK-012/DIR/2025 dated June 10, 2025.

Educational History

Bachelor's degree in Economics - Universitas Islam Bandung

Work Experience

- Director PT Tonis Mitra Sejahtera (2003 - Present)
- President Director PT Karya Abadi Selaras (2010 - Present)
- Director PT Energi Madani Cemerlang (2013 - Present)
- Director PT Pesona Agri Bumi (2018 - Present)
- President Director PT Gowa Makassar Tourism Development Tbk (2018 - Present)
- Chief Commissioner PT Crystal Cakrawala Indah (Present)
- Commissioner PT Indonesia Asahan Aluminium (Present)

Certification

- Certified Governance Oversight Professional (2025)

Rangkap Jabatan

Within the Company:
Member of the Audit Committee

Outside the Company:
Does not hold concurrent positions

Affiliated Relationships

Has no affiliated relationship with either members of the Board of Directors and other members of the Board of Commissioners, nor with the controlling and majority shareholders.

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KARDWIYANA UKAR

Commissioner

Term of Office : June 10, 2025 – 2030 GMS, 1st Period (One)

Indonesian | 52 years old | Bandung | DKI Jakarta

Legal Basis for Appointment

First appointed as a Commissioner of the Company based on Joint Decrees of the Minister of SOEs and the President Director of PT Mineral Industri Indonesia (Persero) as Shareholders of PT Indonesia Asahan Aluminium, No. SK-146/MBU/06/2025 and No. SK-012/DIR/2025 dated June 10, 2025.

Educational History

- Faculty of Law - Universitas Padjajaran (1998)
- Master of Law - University of Melbourne (2003)

Work Experience

- Head of Human Rights Division - Cabinet Secretariat of the Republic of Indonesia (2015 - 2016)
- Head of the Regional Autonomy and Village Government Division - Cabinet Secretariat of the Republic of Indonesia (2016 - 2019)
- Assistant Deputy for Domestic Politics - Cabinet Secretariat of the Republic of Indonesia (2019 - 2020)
- Assistant Deputy for Domestic Government - Cabinet Secretariat of the Republic of Indonesia (2020 - 2023)
- Expert Staff to the Cabinet Secretary for Communications - Cabinet Secretariat of the Republic of Indonesia (2023 - 2024)
- Deputy for Work Support Cabinet - Cabinet Secretariat of the Republic of Indonesia (2024)
- Deputy for Cabinet Meetings - Cabinet Secretariat of the Republic of Indonesia (2024 - Present)
- Commissioner PT Indonesia Asahan Aluminium (Present)

Certification

- Certified Governance Oversight Professional (2025)

Concurrent Positions

Within the Company:
Member of the Nomination, Remuneration, Risk Monitoring, and GCG Committee (NRRMGCG) Committee

Outside the Company:
Does not hold concurrent positions

Affiliated Relationships

Has no affiliated relationship with either members of the Board of Directors and other members of the Board of Commissioners, nor with the controlling and majority shareholders.

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Changes in the Board of Commissioners Composition in Fiscal Year 2025

In Fiscal Year 2025, changes to the Board of Commissioners occurred as part of strengthening governance and the effectiveness of the Company's supervisory function. These changes are expected to further strengthen the Board of Commissioners' competence, experience, and strategic supervision in supporting the Company's business transformation and sustainability.

Period: January 1, 2025, to June 10, 2025	Period: June 10, 2025, to December 31, 2025	Description
Musa Bangun, President Commissioner concurrently Independent Commissioner	**Musa Bangun,** President Commissioner concurrently Independent Commissioner	**There were no changes**
Ahmad Erani Yustika, Commissioner	–	**Honorably dismissed** based on Joint Decrees of the Minister of SOEs and the President Director of PT Mineral Industri Indonesia (Persero) as Shareholders of PT Indonesia Asahan Aluminium, No. SK-146/MBU/06/2025 and No. SK-012/DIR/2025 dated June 10, 2025.
Martuani Sormin, Independent Commissioner	–	**Honorably dismissed** based on Joint Decrees of the Minister of SOEs and the President Director of PT Mineral Industri Indonesia (Persero) as Shareholders of PT Indonesia Asahan Aluminium, No. SK-146/MBU/06/2025 and No. SK-012/DIR/2025 dated June 10, 2025.
Indra Simarta, Commissioner	**Indra Simarta,** Commissioner	**There were no changes**
Hari Soebagijo, Independent Commissioner	**Hari Soebagijo,** Independent Commissioner	**There were no changes**
–	**Ali Said,** Commissioner	**Appointment as Commissioner** Appointed based on Joint Decrees of the Minister of SOEs and the President Director of PT Mineral Industri Indonesia (Persero) as Shareholders of PT Indonesia Asahan Aluminium, No. SK-146/MBU/06/2025 and No. SK-012/DIR/2025 dated June 10, 2025.
–	**Kardwiyana Ukar,** Commissioner	**Appointment as Commissioner** Appointed based on Joint Decrees of the Minister of SOEs and the President Director of PT Mineral Industri Indonesia (Persero) as Shareholders of PT Indonesia Asahan Aluminium, No. SK-146/MBU/06/2025 and No. SK-012/DIR/2025 dated June 10, 2025.

Changes to the Board of Commissioners composition were made while still considering competency requirements, strengthening governance, business sustainability, and the strategic direction of the Company's transformation.

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Board of Directors Profiles

In 2025, INALUM's Board of Directors carried out its management functions professionally and strategically to support performance strengthening, national aluminium downstreaming, sustainable business transformation, and corporate governance. Changes in the Board of Directors composition during the reporting year also strengthened the competence, experience, and effectiveness of the Company's leadership. INALUM's Board of Directors composition as of December 31, 2025, was as follows:

MELATI SARNITA

President Director

Term of Office : June 16, 2023 – 2028 GMS, 1st Period (One)

Indonesian | 48 Years old | Padang, March 17, 1977 | DKI Jakarta

Legal Basis for Appointment

Appointed for the first time as Company Director based on the Annual General Meeting of Shareholders Decision dated June 16, 2023, which was institutionalized in the Deed of Minutes of the PT Indonesia Asahan Aluminium Annual General Meeting of Shareholders for Fiscal Year 2022, No. 63 dated June 16, 2023.

She became President Director of the Company based on the Annual General Meeting of Shareholders Resolution dated June 10, 2025, which was ratified in the Deed of Statement of Shareholder Resolutions of PT Indonesia Asahan Aluminium, No. 47, dated June 10, 2025.

Educational History

- Master's degree in Strategic Management from Universitas Gadjah Mada, (2007)
- Bachelor's degree in of Metallurgical Engineering from Universitas Indonesia, (1999)

Work Experience

- Director of Business Development at PT Indonesia Asahan Aluminium (2023-2025)
- Commissioner at PT Indonesia Aluminium Alloy (2023-2024)
- Commercial Director at PT Krakatau Steel (Persero), (2020-2023)
- Commissioner at PT Krakatau Baja Industri, (2021)
- President Commissioner at PT KHI Pipe Industries, (2021)
- President Commissioner at PT Krakatau Nasional Resources, (2021)
- President Commissioner at PT Krakatau Bandar Samudra, (2021)
- President Commissioner at PT KHI Pipe Industries (2021)
- Director of Business Development at PT Krakatau Steel, (2019-2020)
- President Commissioner at PT Krakatau Osaka Steel, (2019)
- Acting President Commissioner at PT Krakatau Daya Listrik, (2019)
- Commercial Director at PT Perusahaan Gas Negara LNG Indonesia, (2017- 2019)

Certification

Qualified Risk Governance Professional

Concurrent Positions

In other companies/institutions:
Does not hold concurrent positions

In subsidiaries:
Does not hold concurrent positions

Affiliated Relationships

Has no affiliated relationships with other members of the Board of Directors, members of the Board of Commissioners, nor with the controlling and majority shareholders.

Published on Website

IVAN ERMISYAM

Director of Operations

Term of Office : July 16, 2024 - 2029 GMS, 1st Period (One)

Indonesian | 53 years old | Tebing Tinggi, June 21, 1972 | DKI Jakarta

Legal Basis for Appointment

Appointed for the first time as Company Director based on the Joint Decree of the Minister of SOEs and the President Director of PT Mineral Industri Indonesia (Persero) as Shareholders of PT Indonesia Asahan Aluminium, No. 215/E.DIRUT/VII/2024 dated July 16, 2024.

Educational History

- Bachelor's degree in Chemical Engineering from Universitas Sumatera Utara (1997)

Work Experience

Occupied various positions at PT Indonesia Asahan Aluminium as:
- Head of Business Development & Strategy Group (2023 - 2024)
- Head of Project and Program Management Office (2023 - 2024)
- Head of Business Development Department (2022 - 2023)
- Head of Strategic Performance Department (2019 - 2022)
- Head of Engineering Department (2014 - 2019)
- Head of Reduction & Molding Department (2012 - 2014)

Certification

Qualified Risk Governance Professional

Concurrent Positions

In Other Companies/Institutions:
Does not hold concurrent positions

In Subsidiaries :
Does not hold concurrent positions

Affiliated Relationships

Has no affiliated relationships with other members of the Board of Directors, members of the Board of Commissioners, nor with the controlling and majority shareholders.

Published on Website

BENNY ALEXANDER FD. WIWOHO

Director of Strategic Support & Human Capital

Term of Office : March 21, 2023 – 2028 GMS, 1st Period (One)

Indonesian | 54 Years old | San Fransisco, September 1, 1971 | DKI Jakarta

Legal Basis for Appointment

Appointed for the first time as Company Director based on the Joint Decree of the Minister of SOEs and the President Director of PT Mineral Industri Indonesia (Persero) as Shareholders of PT Indonesia Asahan Aluminium, No. SK-56/MBU/03/2023 and No. SK-02/ DIRUT/ III/2023 dated March 21, 2023.

Educational History

- Bachelor's degree in Human Resources Management from Universitas Trisakti, (1996).

Work Experience

- Senior Executive Vice President of Human Capital at INALUM, (2021-2023)
- Head of Corporate Human Capital & Operation at PT Toba Sejahtra, (2012-2021)
- General Manager Human Resources & Facilities at PT Everbesindo Surya Jaya, (2010-2011)
- Head of Human Resources at Global TV (MNC Group), (2010-2011)
- Vice President Human Resources & Admin at Astro Pay TV Plc, (2005- 2010)
- Director of Human Resources & Admin at MTV Asia Networks, (2002 -2005)

Certification

Qualified Risk Governance Professional

Concurrent Positions

In Other Companies/Institutions:
Does not hold concurrent positions

In Subsidiaries:
Does not hold concurrent positions

Affiliated Relationships

Has no affiliated relationships with other members of the Board of Directors, members of the Board of Commissioners, nor with the controlling and majority shareholders.

Published on Website

ARIF HAENDRA

Director of Business Development

Term of Office : June 10, 2025 – 2030 GMS, 1st Period (One)

Indonesian | 54 years old | Jember, May 23, 1971 | DKI Jakarta

Dasar Hukum Pengangkatan

Appointed based on the Joint Decree of the Minister of SOEs and the President Director of PT Mineral Industri Indonesia (Persero) as Shareholders of PT Indonesia Asahan Aluminium, No. SK-145/MBU/06/2025 and No. SK-011/DIR/2025 dated June 10, 2025.

Educational History

- Doctorate in Management and Business from Institut Pertanian Bogor (2021)
- Master's degree in Mechanical/Materials Engineering from Institut Teknologi Bandung (2020)
- Bachelor's degree in Mechanical Engineering from Institut Teknologi Bandung (1995)

Work Experience

- President Director at PT Garam, (2022-2025)
- Director of Operations and Development at PT Garam (Persero), (2021-2022)
- Director of Development at PT Garam (Persero), (2020 - 2021)
- President Director at PT Kaltim Industrial Estate, (2019-2020)
- General Manager of Investment and Development at PT Pupuk Kalimantan Timur, (2018-2019)
- General Manager of Engineering and Information Systems at PT Pupuk Kalimantan Timur, (2016-2018)

Certification

- Certified Risk Executive Leader
- Professional Engineer Competency Certificate (SKIP)

Concurrent Positions

In Other Companies/Institutions :
Does not hold concurrent positions

In Subsidiaries :
Does not hold concurrent positions

Affiliated Relationships

Has no affiliated relationships with other members of the Board of Directors, members of the Board of Commissioners, nor with the controlling and majority shareholders.

Published on Website

RAMADI KEN PERMANA

Director of Finance

Term of Office : June 10, 2025 – 2030 GMS, 1st Period (One)

Indonesian | 36 years old | Surabaya, December 17, 1989 | DKI Jakarta

Legal Basis for Appointment

Appointed based on the Joint Decree of the Minister of SOEs and the President Director of PT Mineral Industri Indonesia (Persero) as Shareholders of PT Indonesia Asahan Aluminium, No. SK-145/MBU/06/2025 and No. SK-011/DIR/2025 dated June 10, 2025.

Educational History

- The London School of Economics & Political Science (LSE) - Corporate Finance and Strategy (2025)
- Master's degree in Finance from Curtin University, (2013)
- Bachelor's degree in Mechanical Engineering from Institur Teknologi Surabaya, (2011)

Work Experience

- Head of Strategic Finance at PT Mineral Industri Indonesia (Persero), (2025)
- Senior Advisor to Director at PT Telkom Indonesia, (2023-2024)
- Vice President Strategic Partnerships at Goto Group, (2021-2023)
- Assistant Vice President, Investment Banking at PT Mandiri Sekuritas (2014 - 2021)

Certification

- Qualified Risk Governance Professional
- Broker-Dealer Representative (WPPE)
- Underwriter Representative (WPEE)

Concurrent Positions

In Other Companies/Institutions:
Does not hold concurrent positions

In Subsidiaries :
Does not hold concurrent positions

Affiliated Relationships

Has no affiliated relationships with other members of the Board of Directors, members of the Board of Commissioners, nor with the controlling and majority shareholders.

Published on Website

Changes to the Board of Directors Composition in Fiscal Year 2025

In 2025 fiscal year, changes to the Board of Directors composition occurred as part of strengthening the Company's governance and leadership effectiveness in applying its strategy and supporting sustainable business transformation.

Period: January 1, 2025, to June 10, 2025	Period: June 10, 2025, to December 31, 2025	Description
Ilhamsyah Mahendra President Director	–	**Honorably dismissed** based on the Decrees of the Minister of SOEs and the President Director of PT Mineral Industri Indonesia, as Shareholders of PT Indonesia Asahan Aluminium, as stipulated in Decree Number SK-145/MBU/06/2025 and Number SK-011/DIR/2025 dated June 10, 2025
Benny Alexander FD. Wiwoho Director of Strategic Support & Human Capital and Acting Director of Finance	**Benny Alexander FD. Wiwoho** Director of Strategic Support & Human Capital	**There were no changes**
Ivan Ermisyam Director of Operations	**Ivan Ermisyam** Director of Operations	**There were no changes**
Melati Sarnita Director of Business Development	**Melati Sarnita** President Director	**She was reassigned as President Director of PT Indonesia Asahan Aluminium** Decree of the Minister of SOEs and President Director of PT Mineral Industri Indonesia, as Shareholders of PT Indonesia Asahan Aluminium, as stipulated in Decree Number SK-145/MBU/06/2025 and Number SK-011/DIR/2025 dated June 10, 2025, with his term of office continuing the remaining term of office as stipulated in Notarial Deed Number 63 dated June 16, 2023
–	**Arif Haendra** Director of Business Development	**Appointment as Director of Business Development** based on the Decrees of the Minister of StateSOEs and the President Director of PT Mineral Industri Indonesia, as Shareholders of PT Indonesia Asahan Aluminium, as stipulated in Decrees No. SK-145/MBU/06/2025 and No. SK-011/DIR/2025 dated June 10, 2025
–	**Ramadi Ken Permana** Director of Finance	**Appointment as Director of Finance** based on the Decrees of the Minister of StateSOEs and the President Director of PT Mineral Industri Indonesia, as Shareholders of PT Indonesia Asahan Aluminium, as stipulated in Decrees No. SK-145/MBU/06/2025 and No. SK-011/DIR/2025 dated June 10, 2025

Changes to the Board of Directors' composition were made while still considering competency requirements, strengthening governance, business sustainability, and the strategic direction of the Company's transformation.

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Changes in the Board of Commissioners and Board of Directors Composition After The End of the Fiscal Year

As of the date of this Annual Report, there were no changes to the Company's Board of Commissioners and Board of Directors composition after the end of the fiscal year. Therefore, the Company's Board of Commissioners and Board of Directors composition remains the same as stated in this report.

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Executive Officer Profiles

Pejabat Eksekutif Perusahaan memiliki peran penting dalam mendukung efektivitas operasional, implementasi strategi bisnis, penguatan tata kelola, serta transformasi bisnis Perusahaan secara berkelanjutan.

MAHYARUDDIN AR

Head of Corporate Secretary Group
Served since August 7, 2025

Citizenship	:	Indonesian
Age	:	43 years old (As of December 2025)
Domicile	:	North Sumatra, Indonesia
Joined the Company	:	2006
Educational History	:	Bachelor's degree in Law, Universitas Sumatera Utara, 2004
Work Experience	:	Previously, served as Acting Head of the Corporate Secretary Group at INALUM from February 2025 to August 2025
Legal Basis for Appointment	:	Director of Strategic Support & Human Capital Decree No. 12 dated August 1, 2025

JUDI JULISTRIJO

Head of Internal Audit Division (Head of SPI)
Served since August 7, 2025

Citizenship	:	Indonesian
Age	:	55 years old (As of December 2025)
Domicile	:	North Sumatra, Indonesia
Joined the Company	:	2017
Educational History	:	Bachelor's degree in Economics, Universitas Jenderal Soedirman, 1996
Work Experience	:	Previously, served as Head of the Internal Audit Department at INALUM from August 2023 to August 2025
Legal Basis for Appointment	:	Director of Strategic Support & Human Capital Decree No. 12 dated August 1, 2025

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ISMADI YS JENAL

Head of Smelter Operations Group
Served since April 27, 2023

Citizenship	:	Indonesian
Age	:	51 years old (As of December 2025)
Domicile	:	North Sumatra, Indonesia
Joined the Company	:	1998
Educational History	:	• Bachelor's degree in Engineering, Universitas Sumatera Utara, 1997 • Master's degree in Management, Universitas Sumatera Utara, 2011
Work Experience	:	Previously, served as Director of Finance & Human Resources at PT GAG NIKEL from November 2020 to March 2023
Legal Basis for Appointment	:	Director of Human Capital Decree No. 02 dated April 26, 2023 and Director of Strategic Support & Human Capital Decree No. 12 dated August 1, 2025

DWI YANTHO SOETIMIN

Head of Hydroelectric Power Plant Operations Group
Served from April 1 to April 20, 2025

Citizenship	:	Indonesian
Age	:	56 years old (As of December 2025)
Domicile	:	North Sumatra, Indonesia
Joined the Company	:	1998
Educational History	:	Bachelor's degree in Engineering, Universitas Sumatera Utara, 1997
Work Experience	:	Previously, served as Acting Head of the INALUM Hydroelectric Power Plant Operations Group from April 2023 to April 2025
Legal Basis for Appointment	:	Director of Strategic Support & Human Capital Decree No. 03 dated March 21, 2025

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FIRMAN ASHAD

Head of Engineering Group
Employed since April 1, 2025
(Concurrently Acting Head of Hydroelectric Power Plant Operations Group since May 1, 2025)

Citizenship	:	Indonesian
Age	:	54 years old (As of December 2025)
Domicile	:	North Sumatra, Indonesia
Joined the Company	:	1998
Educational History	:	Bachelor's degree in Engineering, Universitas Sumatera Utara, 1997
Work Experience	:	Previously served as Acting Head of the Engineering Group at INALUM from April 2023 to April 2025
Legal Basis for Appointment	:	Director of Strategic Support & Human Capital Decree No. 03 dated March 21, 2025 and Decree of the Director of Strategic Support & Human Capital No. 06 dated April 30, 2025

AL JUFRI

Head of the Business Development and Strategy Group
(Concurrently Acting Head of the Business Development Department)
Employed since August 7, 2024

Citizenship	:	Indonesian
Age	:	42 years old (As of December 2025)
Domicile	:	North Sumatra, Indonesia
Joined the Company	:	2006
Educational History	:	• Bachelor's degree in Engineering, Universitas Sumatera Utara, 2004 • Master's degree in Management, Universitas Sumatera Utara, 2015
Work Experience	:	Previously served as Acting Head of the Business Development and Strategy Group and Head of the Business Development Department at INALUM from July 2024 to August 2025
Legal Basis for Appointment	:	Director of Strategic Support & Human Capital Decree No. 12 dated August 1, 2025

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EDDY PERMATA PURBA

Head of the Program and Project Management Group (Concurrently Acting Head of the Project Management Division)
Served from August 7, 2025, to December 11, 2025

Citizenship	:	Indonesian
Age	:	47 years old (As of December 2025)
Domicile	:	North Sumatra, Indonesia
Joined the Company	:	2003
Educational History	:	• Bachelor's degree in Engineering, Universitas Telkom, 2002 • Master's degree in Management, Universitas Sumatera Utara, 2007
Work Experience	:	Previously served as Acting Head of the Program and Project Management Group at INALUM from June 2024 to August 2025
Legal Basis for Appointment	:	Director of Strategic Support & Human Capital Decree No. 12 dated August 1, 2025 and Director of Strategic Support & Human Capital Decree No. 26 dated December 12, 2025

JEVI AMRI

Head of Commercial Group and Supply Chain Management
Employed since February 7, 2025
(Concurrently Acting Head of Commercial Division since November 17, 2025)

Citizenship	:	Indonesian
Age	:	53 years old (As of December 2025)
Domicile	:	North Sumatra, Indonesia
Joined the Company	:	2003
Educational History	:	• Bachelor's degree in Engineering, Universitas Sumatera Utara, 2000 • Master's degree in Management, Universitas Sumatera Utara, 2011
Work Experience	:	Previously served as Acting Head of the Commercial and Supply Chain Management Group at INALUM from February 2025 to August 2025
Legal Basis for Appointment	:	Director of Strategic Support & Human Capital Decree No. 12 dated August 1, 2025 and Director of Strategic Support & Human Capital Decree No. 22 dated November 17, 2025

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KUSPRIYONO

Head of Finance Group
Employed since April 27, 2023

Citizenship	:	Indonesian
Age	:	52 years old (As of December 2025)
Domicile	:	North Sumatra, Indonesia
Joined the Company	:	2021
Educational History	:	Bachelor's degree in Economics, Universitas Jenderal Soedirman, 1997
Work Experience	:	Previously served as Head of the Operational Finance Directorate at INALUM from October 2021 to April 2023
Legal Basis for Appointment	:	Director of Human Capital Decree No. 02 dated April 26, 2023, and Director of Strategic Support & Human Capital Decree No. 12 dated August 1, 2025

SYAFRIZAL

Head of the Corporate Planning and Portfolio Management Group
Employed since April 27, 2023

Citizenship	:	Indonesian
Age	:	52 years old (As of December 2025)
Domicile	:	North Sumatra, Indonesia
Joined the Company	:	2001
Educational History	:	Bachelor's degree in Engineering, Universitas Sumatera Utara, 1998
Work Experience	:	Previously served as Head of the Corporate Strategy Division at MIND ID from September 2018 to April 2023
Legal Basis for Appointment	:	Director of Human Capital Decree No. 02 dated April 26, 2023, and Director of Strategic Support & Human Capital Decree No. 12 dated August 1, 2025

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KUSNANDAR

Head of Human Capital Group
(Concurrently Acting Head of Human Capital Operations Division)
Employed since August 7, 2025

Citizenship	:	Indonesian
Age	:	53 years old (As of December 2025)
Domicile	:	North Sumatra, Indonesia
Joined the Company	:	1998
Educational History	:	• Bachelor's degree in Chemistry, Institut Teknologi Bandung, 1997 • Master's degreee in Management, Universitas Sumatera Utara, 2014
Work Experience	:	Previously served as Acting Head of the Human Capital Group and Head of the Human Capital Operations Department at INALUM from February 2025 to August 2025
Legal Basis for Appointment	:	Director of Strategic Support & Human Capital Decree No. 12 dated August 1, 2025

DANIEL JIMMY P. HUTAURUK

Head of Strategic Services Group
(Concurrently Acting Head of Hydroelectric Power Plant Support and Administration Division)
Employed since August 7, 2025

Citizenship	:	Indonesian
Age	:	49 years old (As of December 2025)
Domicile	:	North Sumatra, Indonesia
Joined the Company	:	2003
Educational History	:	Bachelor's degree in Engineering, Universitas Brawijaya, 2000
Work Experience	:	Previously, he served as Acting Head of the Strategic Services Group and Head of the Support and Administration Department of the INALUM Hydroelectric Power Plant from February 2025 to August 2025
Legal Basis for Appointment	:	Director of Strategic Support & Human Capital Decree No. 12 dated August 1, 2025

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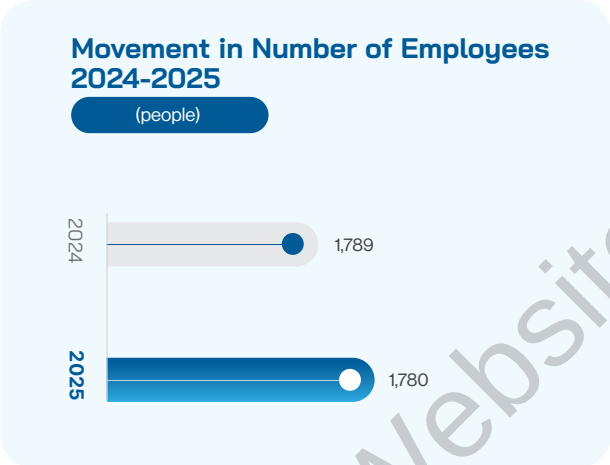
Employee Demographics

As of December 31, 2025, INALUM employed 1,780 people. This number was relatively stable compared to the previous year's 1,789 employees. This was due to INALUM's consistent efforts to maintain employee productivity through continuous improvement and operational excellence in all its business processes.



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Employee Demographics Based on Organizational Level (people)

Organizational Level	2025				2024			
	M	F	Total	Composition (%)	M	F	Total	Composition (%)
Main Directorate	66	24	90	5%	59	21	80	5%
Operations Directorate	1,248	26	1,274	72%	1,280	26	1,306	73%
Strategic Support & HC Directorate	151	29	180	10%	142	27	169	9%
Business Development Directorate	149	26	175	10%	149	29	178	10%
Finance Directorate	37	24	61	3%	35	21	56	3%
Total	**1,651**	**129**	**1,780**	**100%**	**1,665**	**124**	**1,789**	**100%**

M= Male; F = Female

Employee Demographics Based on Education Level (people)

Education Level	2025				2024			
	M	F	Total	Composition (%)	M	F	Total	Composition (%)
Master's degree	44	4	48	3%	47	4	51	3%
Bachelor's degree	169	35	204	11%	156	28	184	10%
Diploma 1-3	244	21	265	15%	249	22	271	15%
High School and Equivalent	1,117	69	1,186	67%	1,140	70	1,210	68%
High School and Below	77	0	77	4%	73	0	73	4%
Total	**1,651**	**129**	**1,780**	**100%**	**1,665**	**124**	**1,789**	**100%**

M= Male; F = Female

The employee education levels composition demonstrates adequate HC support for strengthening the Company's operations and business transformation.

Employee Demographics Based on Employment Status (people)

Employment Status	2025				2024			
	M	F	Total	Composition (%)	M	F	Total	Composition (%)
Permanent	1,617	117	1,734	97%	1,631	115	1,746	98%
Non-Permanent	34	12	46	3%	34	9	43	2%
Total	**1,651**	**129**	**1,780**	**100%**	**1,665**	**124**	**1,789**	**100%**

M= Male; F = Female

Employee Demographics Based on Age Range (people)

Age Range	2025				2024			
	M	F	Total	Composition (%)	M	F	Total	Composition (%)
>56 years	6	0	6	0.3%	6	0	6	0.3%
50-56 years	95	0	95	5.4%	98	3	101	5.6%
40-50 years	425	24	449	25.2%	404	21	425	23.8%
30-40 years	792	52	844	47.4%	718	29	747	41.8%
<30 years	333	53	386	21.7%	439	71	510	28.5%
Total	**1,651**	**129**	**1,780**	**100%**	**1,665**	**124**	**1,789**	**100%**

M= Male; F = Female

A productive age composition supports the Company's operational sustainability and competency regeneration.

Employee Demographics Based on Gender (people)

Gender	2025		2024	
	Total	Composition (%)	Total	Composition (%)
Male	1,651	93%	1,665	93%
Female	129	7%	124	7%
Total	**1,780**	**100%**	**1,789**	**100%**

The Company continues to promote inclusive and professional HC development in line with business needs.

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Shareholders Composition Information

COMPANY SHARE OWNERSHIP COMPOSITION

There were no changes to the shareholder composition in 2025. Therefore, the shareholder composition as of December 31, 2024, and December 31, 2025, remains the same.

Company Share Ownership Composition as of December 31, 2025

Shareholders	Number of shares	Value (%)	Total (USD)
Republic of Indonesia	1 lembar saham Dwiwarna	0.00001%	99
PT Mineral Industri Indonesia (Persero)	13,087,235	99.99999%	1,294,189,347
Total	**13,087,236**	**100.00%**	**1,294,189,446**

INFORMATION ON INALUM SHARE OWNERSHIP BY THE BOARD OF COMMISSIONERS, BOARD OF DIRECTORS, AND EMPLOYEES

As of the 2025 fiscal year, INALUM did not have an Employee Stock Ownership Program (ESOP) or Management Stock Ownership Program (MSOP). In addition, the Company has never conducted an Initial Public Offering that would allow public ownership of the Company's shares. Therefore, all of the Company's share ownership is in accordance with the Shareholder composition explanation. Therefore, no Company officials, whether members of the Board of Commissioners or Board of Directors, or other employees, own Company shares, either directly or indirectly, as shown in the table below.

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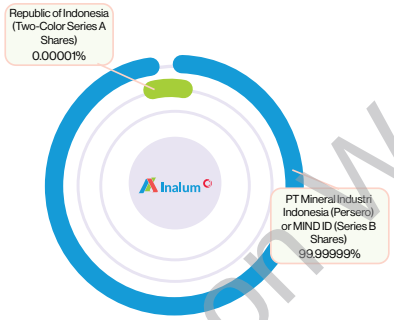
Name	Position	January 1, 2025				December 31, 2025			
		Direct Ownership		Indirect Ownership		Direct Ownership		Indirect Ownership	
		Number of Shares	Percentage Ownership (%)	Number of Shares	Percentage Ownership (%)	Number of Shares	Percentage Ownership (%)	Number of Shares	Percentage Ownership (%)
Board of Directors									
Melati Sarnita	President Director	-	-	-	-	-	-	-	-
Benny Alexander FD. Wiwoho	Director of Strategic Support & Human Capital	-	-	-	-	-	-	-	-
Ivan Ermisyam	Director of Operations	-	-	-	-	-	-	-	-
Arif Haendra	Director of Business Development	-	-	-	-	-	-	-	-
Ramadi Ken Permana	Director of Finance								
Board of Commisioners									
Musa Bangun	President Commissioner concurrently Independent Commissioner	-	-	-	-	-	-	-	-
Indra Simarta	Commissioner	-	-	-	-	-	-	-	-
Hari Soebagijo	Independent Commissioner	-	-	-	-	-	-	-	-
Ali Said	Commissioner	-	-	-	-	-	-	-	-
Kardwiyana Ukar	Commissioner	-	-	-	-	-	-	-	-

Information about Majority/Controlling Shareholders Up to the Ultimate Owner

As previously explained, in connection with the issuance of Republic of Indonesia Government Regulation No. 45 of 2022 concerning Reduction of the Republic of Indonesia State Capital Participation in the Company PT Indonesia Asahan Aluminium (Persero) dated December 8, 2022, INALUM is no longer a holding company, and has changed its status as a member of MIND ID, BUMN Holding Mining Industry. The Government also issued Republic of Indonesia Government Regulation no. 46 of 2022 concerning Republic of Indonesia State Capital Participation for the Establishment of a Limited Liability Company (Persero) in the Mining Sector dated December 8, 2022, whereby PP No.46/2022 saw the formation of PT Mineral Industri Indonesia (Persero) as a new entity from MIND ID. Issuance of these two Government Regulations, PT Mineral Industri Indonesia (Persero) became a new entity in MIND ID, as the majority and controlling shareholder of the Company with a series B share ownership of 99.99999% shares. The Republic of Indonesia is the ultimate owner of the Company with series A Dwi Warna share ownership of 0.00001%. This ownership structure supports the strengthened governance and business synergy within the national mining and downstream industry ecosystem.

INALUM Shareholder Composition as of December 31, 2025



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In accordance with Government Regulation No. 41 of 2003 concerning Delegation of the Position, Duties and Authority by the Minister of Finance in Limited Liability Companies (Persero), Public Companies (PERUM) and Bureaucratic Companies (PERJAN) to the Minister of State-Owned Enterprises, and Law No. 19 of 2003 concerning State-Owned Enterprises and the State Gazette of the Republic of Indonesia; the authority of the Majority/Controlling Shareholder of the Company is with the Ministry of State-Owned Enterprises (BUMN).

Ultimate Owner	
Government of the Republic of Indonesia / Presidency	The State Palace Jalan Medan Merdeka Utara No. 3 RT. 2/RW.3, Kel. Gambir Kec. Gambir, Kota Jakarta Pusat DKI Jakarta 10110, Indonesia
	Office of the Ministry of State Secretariat of the Republic of Indonesia Jalan Veteran No. 17-18 Jakarta Pusat 10110 DKI Jakarta, Indonesia Telepon : +62 21 3845627 Situs web : www.setneg.go.id
Kementerian Badan Usaha Milik Negara (BUMN)	Ministry of SOEs Office Jl. Medan Merdeka Selatan No. 13 Jakarta Pusat 10110 DKI Jakarta, Indonesia Telepon : +62 21 29935678 Faksimile : +62 21 29935740 Situs web : www.bumn.go.id
Parent Company (Majority/Controlling Shareholder)	
PT Mineral Industri Indonesia (Persero)	PT Mineral Industri Indonesia (Persero) Energy Building 16th Floor SCBD Jalan Jenderal Sudirman Kav. 52-53 P.O. BOX 6917 Jakarta Selatan, DKI Jakarta 12190, Indonesia Telepon : (+6221) 27938750. Faksimile : (+6221) 27936331. e-mail : corsec@mind.id Situs web : www.mind.id

List of Subsidiaries, Associated Entities and Joint Ventures

For the period ending on December 31, 2025, INALUM had 2 (two) Subsidiaries, 2 (two) Joint Ventures and no Associated Entities. The existence of subsidiaries and joint ventures supports the strengthening of the Company's integrated aluminium ecosystem and sustainable business development. Further information regarding Subsidiaries and Joint Ventures is presented as follows:

Company Subsidiaries

Name	Line of Business	Domicile	Year of Establishment	Year of Commercial Operations	Year od Capital Particpation by the Company	Company Ownership (%)		Total Assets (Rp-million)		Operating Status
						2025	2024	2025	2024	
PT Indonesia Aluminium Alloy	Secondary Aluminium Remelting	Kuala Tanjung	2020	2023	2020	99.99	99.99	22.08	21.76	Operating
PT Borneo Alumina Indonesia	Smelter Grade Alumina Refinery	Mempawah	2017	2026	2018 2019 2020 2021 2024	60.00	60.00	1.030.38	919.15	Not Yet Operating

Joint Venture Entities

Name	Line of Business	Domicile	Year of Establishment	Year of Commercial Operations	Year od Capital Particpation by the Company	Company Ownership (%)		Total Assets Rp-million)		Operating Status
						2025	2024	2025	2024	
PT Sinergi Mitra Lestari Indonesia	Waste Management and Shared Service Center	Jakarta	2017	2017	2017 2020 2024	25%	25%	721.27	466.56	Operating
PT Industri Baterai Indonesia	Battery and Electric Vehicle Industry Holding	Jakarta	2021	2022	2023 2024	33.75%	26.7%	792.09	38.21	Operating

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PT Indonesia Aluminium Alloy

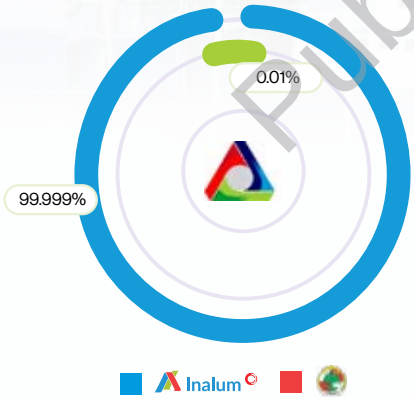
PT Indonesia Aluminium Alloy (IAA) became a subsidiary of the Company when it officially started operating in 2023 in the aluminium industry midstream sector. IAA supports strengthening the national aluminium downstream sector through the development of value-added aluminium products. As a subsidiary of PT Indonesia Asahan Aluminium ("INALUM"), IAA produces Secondary Aluminium Billets with a future molding capacity of 30.000 tons per year in stages

At the end of 2025, the Company's share ownership in IAA was 99.99%

IAA Performance	2025	2024
Financial		
Revenue (Rp-million)	**334,928**	54,647
Expenses (Rp-million)	**(315,147)**	(80,520)
Profit (Loss) (Rp-million)	**2,360**	(83,392)
Assets (Rp-million)	**369,173**	335,552
Liabilities (Rp-million)	**442,210**	410,950
Equity (Rp-million)	**(73,037)**	(75,397)

Published Website

IAA Key Management as of December 31, 2025



PT Indonesia Aluminium Alloy

Jalan Access Road, Kuala Tanjung
Kecamatan Sei Suka, Kabupaten Batu Bara
Sumatera Utara, Indonesia 21657
Phone : (0622) 31503
Email : corsec@iaa.co.id

IAA Key Management as of December 31, 2024

Board of Commissioners		Board of Directors	
President Commissioner	Adi Widodo	President Director	Ricky Gunawan
Commissioner	Kuspriyono	Director	Agus Wibowo

PT Borneo Alumina Indonesia

PT Borneo Alumina Indonesia (BAI), a subsidiary of the State-Owned Enterprise (SOE) PT Indonesia Asahan Aluminium (INALUM) and PT Aneka Tambang Tbk (ANTAM), was established and operates under the laws of the Republic of Indonesia, to develop, build, own, operate and manage the Smelter Grade Alumina Refinery (SGAR Project) with a capacity of 1 million Alumina products per year (can be expanded) in Mempawah Regency, West Kalimantan Province, Indonesia, to increase the national added value by refining bauxite ore into Alumina products. BAI is a national strategic project that supports the strengthening of the national aluminium supply chain.

At the end of 2025, the Company's share ownership in BAI was 60.00%.

BAI Performance	2025	2024
Financial		
Revenue/Other Revenue (USD-million)	**27,492**	2,021
Expenses (USD-million)	**(5,923)**	(2,205)
Profit (Loss) (USD-million)	**21,569**	(184)
Assets (USD-million)	**1,030,379**	919,153
Liabilities (USD-million)	**764,812**	735,947
Equity (USD-million)	**265,567**	183,206

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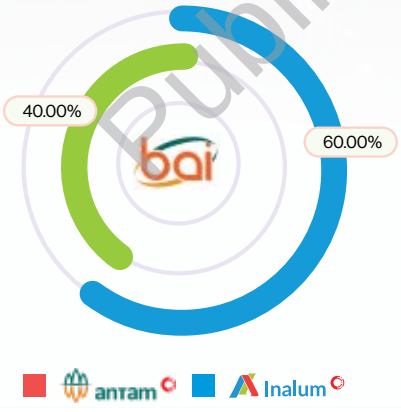
BAI Share Ownership as of December 31, 2025



PT Borneo Alumina Indonesia

Gedung ANTAM, Tower B Lt.7,
Jalan TB Simatupang No. 01,
Tanjung Barat, Jakarta Selatan
DKI Jakarta, 12530
Phone : +62 21 30072299
Email : info@bai.id

BAI Key Management as of December 31, 2024

Board of Commissioners		Board of Directors	
President Commissioner	Jevi Amri	President Director	Darwin Saleh Siregar
Commissioner	Syarif Faisal Alkadrie	Director of Finance and HC	Preti Agustina Hidayati
		Director of Production	Dindi Rajidin
		Director of Commercial and Business Development	Eddy Permata Purba

PT Sinergi Mitra Lestari Indonesia

PT Sinergi Mitra Lestari Indonesia (SMLI) is a Limited Liability Company established under the laws of the Republic of Indonesia, and is an affiliated company of the State-Owned Company Holding Mining Industry/ MIND ID (PT Indonesia Asahan Aluminium, PT Antam Resourcindo, PT Bukit Multi Investama, dan PT Timah Investasi Mineral), which is engaged in the integrated B3 and Non-B3 waste management business, Shared Service Center for managing Information Technology, Human Capital, Finance and Supply Chain Management operations within the MIND ID Group. SMLI supports the Group's operational effectiveness by strengthening shared services and operational support.

At the end of 2025, the Company's share ownership in (SMLI) was 25%.

SMLI Performance	2025	2024
Financial		
Revenue (Rp-million)	**484,912**	338,808
Expenses (Rp-million)	**(452,014)**	(327,658)
Profit (Loss) (Rp-million)	**28,345**	5,134
Assets (Rp-million)	**721,267**	466,563
Liabilities (Rp-million)	**435,447**	209,018
Equity (Rp-million)	**285,280**	257,546

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SMLI Share Ownership as of December 31, 2025

Inalum · BMI · RESOURCES ID · TIMAH

PT Sinergi Mitra Lestari Indonesia

Antam Office Park Tower B Lt. 5
Jalan Letjen TB Simatupang No. 1 Tanjung Barat
Jakarta Selatan 12530, Indonesia
Phone : +6221 29633318

SMLI Key Management as of December 31, 2025

Board of Commissioners		Board of Directors	
President Commissioner	Sayid Muhadhar	Acting President Director	-
Commissioner	Ilhamsyah Mahendra	Director of Operations	Trie Maulana Apriyanto
		Director of Finance	Thalassa Hasanah Chindra

PT Industri Baterai Indonesia

PT Industri Baterai Indonesia (IBI) is a Limited Liability Company operating in the Battery Electric Vehicle (BEV) and Electric Vehicle (EV) ecosystem, with the support of four large state-owned companies as shareholders, namely PT Indonesia Asahan Aluminium, PT Antam Tbk, PT Pertamina Power Indonesia and PT Perusahaan Listrik Negara (Persero). Established in 2021, IBI is the Government's initiative to realize Indonesia as a global electric vehicle battery producer. IBI supports the development of a national electric vehicle ecosystem and an integrated battery industry.

At the end of 2025, the Company's share ownership in IBI was 33.75%.

IBI Performance	2025	2024
Financial		
Revenue (Rp-million)	-	10.784
Expenses (Rp-million)	(71.480)	(125.740)
Profit (Loss) (Rp-million)	(143.155)	(366.187)
Assets (Rp-million)	792.085	38.205
Liabilities (Rp-million)	44.230	88.364
Equity (Rp-million)	747.855	(50.159)

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IBI Share Ownership as of December 31, 2025

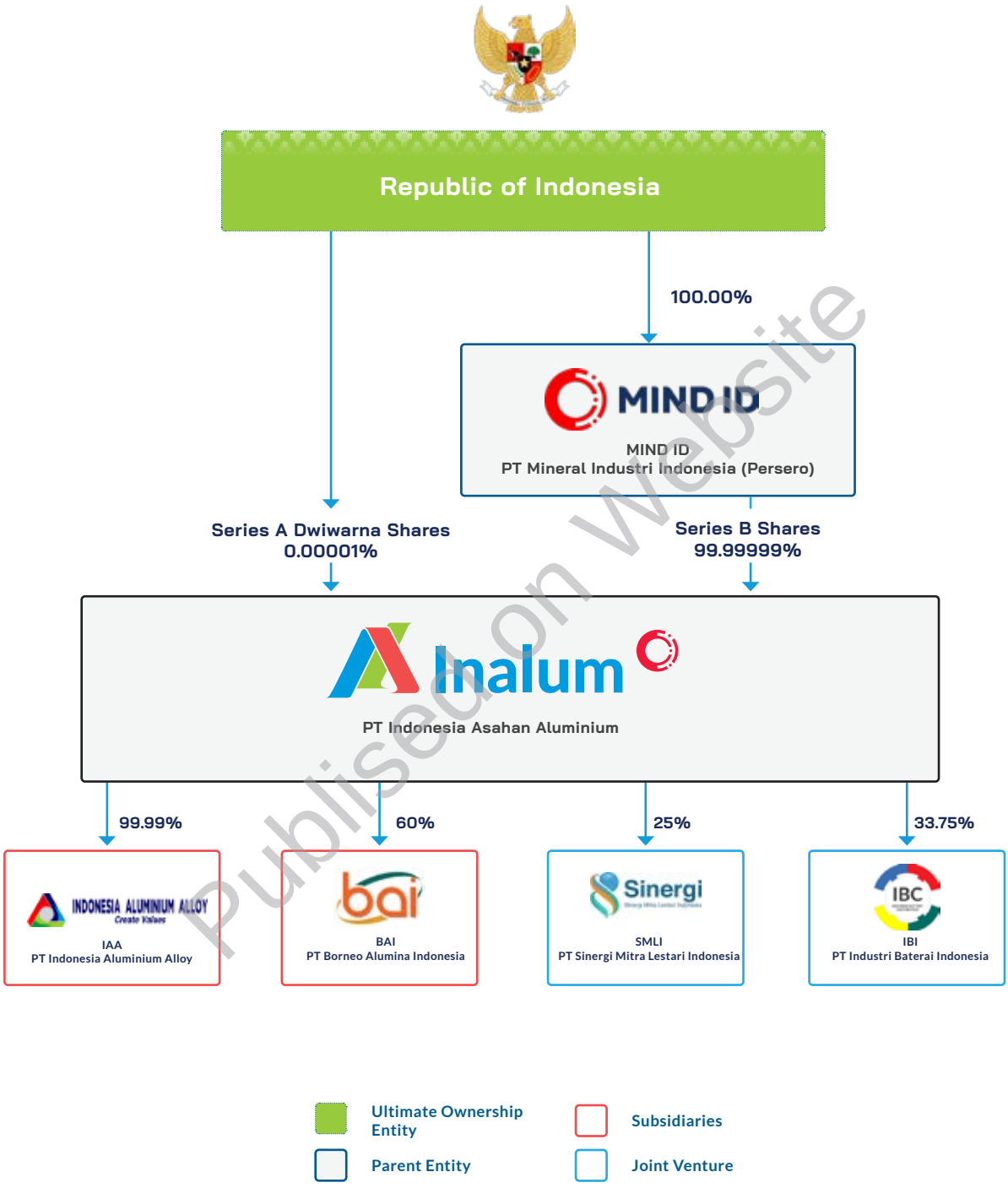
PT Industri Baterai Indonesia

Menara Mandiri II Lt. 3A, Lt.51, Kawasan SCBD
Jalan Jenderal Sudirman Kav. 54-55,
Jakarta 12190

IBI Key Management as of December 31, 2025

Board of Commissioners		Board of Directors	
President Commissioner	-	President Director	Aditya Farhan Arif
Commissioner	Syafrizal	Director of Development and Operations	Nico Chandra
		Director of Institutional Relations	Chandra

Company Group Structure



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Share Issuance and/or Listing Chronology

Until December 31, 2025, INALUM has not conducted public share trading and share listing on stock exchanges, either in Indonesia or abroad, so there is no information to report concerning the chronology of share listing and changes in the number of shares from the start of listing to the end of the fiscal year, or the name of the Stock Exchange where the company's shares are listed.

Chronology of Issuance and/or Listing of Other Securities

In 2018 and 2020, INALUM, under the status of Mining Industry Indonesia or MIND ID, issued two bonds in the form of Global Bonds, for US$4 billion and US$2.5 billion. Then, following the issuance of PP No.45/2022 and PP No.46/2022 that made INALUM a member of MIND ID and no longer a holding company, there was a transfer of debt related to the Mining Industry Holding activities, from INALUM to PT Mineral Industri Indonesia (Persero) as a new entity in MIND ID amounting to US$3.76 billion on March 21, 2023, as part of Deed No. 138 dated March 21, 2023.

Meanwhile, until the end of 2025, INALUM has never listed securities/bonds/sukuk on any stock exchange. Therefore, in this annual report book, there is no information to report regarding the name, year of issuance, interest rate/yield, and maturity date of other securities; and the offering value, and the name of the exchange where the other securities are listed, as well as the security rating.

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Supporting Institutions and/or Professionals

The use of supporting professionals is carried out in accordance with the principles of governance, independence, and compliance with applicable regulations.

Notary

Name of Institution/Professional	Jose Dima Satria, S.H., M.Kn.
Address	Jalan Madrasah, Komplek Taman Gadaria Kav.11A Kelurahan Gandaria Selatan, Kecamatan Cilandak
Services Provided	Deed of Statement of Shareholders' Resolutions of PT Indonesia Asahan Aluminium, dated June 10, 2025, Number 47
Assignment Period	2025
Service Fee	Rp5,000,000 (including income tax, excluding VAT)

Name of Institution/Professional	Jose Dima Satria, S.H., M.Kn.
Address	Jalan Madrasah, Komplek Taman Gadaria Kav.11A Kelurahan Gandaria Selatan, Kecamatan Cilandak
Services Provided	Minutes of the Annual General Meeting of Shareholders for the 2024 Fiscal Year of PT Indonesia Asahan Aluminium, dated June 12, 2025, Number 09
Assignment Period	2025
Service Fee	Rp27,750,000 (including income tax, excluding VAT)

Legal Consultant

Name of Institution/Professional	Assegaf Hamzah & Partners Civil Partnership
Address	Jalan Jenderal Gatot Subroto Kav. 18, Jakarta Selatan 12710
Services Provided	Legal Consulting Services
Assignment Period	2025
Total Service Fee (Based on Contract)	1. Legal Assistance for the Implementation of the Pot Upgrading Project (SPK 301/LDIRUT/XI/2024 dated November 12, 2025, Contract No. ILC-014/PJK/IX/2024 dated September 18, 2024, total cost of Rp10,350,000,000, divided into three phases: a. Phase I : Rp650,000,000 b. Phase II : Rp900,000,000 c. Phase III : Rp8,800,000,000 2. Legal Assistance for the Completion of the Pot Upgrading Project (Settlement Agreement & Contract Amendments) SPK:LICL-048/2025, Contract No. ILC-014/PJK/IX/2024, amounting to Rp750,000,000
Service Fee (Actual payment January 1, 2025 to December 31, 2025)	1. Legal Assistance for the Implementation of the Pot Upgrading Project (SPK 301/LDIRUT/XI/2024 dated November 12, 2025, amounting to Rp1,550,000,000 (Work completed up to Phase II) 2. Legal Assistance for the Completion of the Pot Upgrading Project (Settlement Agreement & Contract Amendments) SPK:LICL-048/2025, Contract No. ILC-014/PJK/IX/2024, amounting to Rp750,000,000

Name of Institution/Professional	BGN Law Firm
Address	Jalan STM Ujung, Eco Park Residence Blok B-139, Medan 20146
Services Provided	Retainer Legal Consultant Services
Assignment Period	2024-2026
Total Service Fee (Based on Contract)	Rp14,700,000 rupiah per month or Rp176,400,000 rupiah per year
Service Fee (Actual payment January 1, 2025 to December 31, 2025)	Legal Fee: Rp176,400,000 OPE: Rp36,796,500 Total: Rp213,196,500

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Name of Institution/Professional	Law Firm Dr. Ali Yusran Gea, S.H., M.Kn., M.H. & Partners
Address	Jalan Bakti Selatan No.42
Services Provided	Retainer Legal Consultant Services
Assignment Period	2024-2026
Total Service Fee (Based on Contract)	Rp11,000,000 rupiah per month or Rp132,000,000 rupiah per year
Service Fee (Actual payment January 1, 2025 to December 31, 2025)	Rp132,000,000

Name of Institution/Professional	Law Office Ari & Partners
Address	Jalan Salam No. 2B, Bendungan Hilir, Tanah Abang
Services Provided	Retainer Legal Consultant Services
Assignment Period	2024-2025
Total Service Fee (Based on Contract)	Rp49,000,000 per month or Rp588,000,000 per year
Service Fee (Actual payment January 1, 2025 to December 31, 2025)	Rp490,000,000 (January 2025-October 2025)

Name of Institution/Professional	PT Solusi Allindo Mandiri
Address	Jalan K.H. Mas Mansyur Kav.35, Jakarta Pusat-10220
Services Provided	Tax Legal Consultant Services
Assignment Period	2024-2026
Total Service Fee (Based on Contract)	Rp75,000,000 per month or Rp900,000,000 per year
Service Fee (Actual payment January 1, 2025 to December 31, 2025)	Rp900,000,000

Name of Institution/Professional	Janis & Associates
Address	Royal Palace Blok C 11, Jalan Prof. Dr. Soepomo No.178 A, Jakarta
Services Provided	Legal Consulting Services
Assignment Period	2025-2026
Total Service Fee (Based on Contract)	1. Agreement Number ILC-022/PJK/X/2023 concerning Legal Consultant Services for Rp7,700,000,000. 2. Agreement Number ILC-012/PJK/VII/2024 dated August 13, 2024, concerning the Provision of Legal Services Related to Legal Efforts for a Civil Lawsuit in the Context of Settling Payment Obligations of PT Prima Alloy Steel Universal Tbk, last amended on November 14, 2025, for Rp6,000,000,000. 3. Agreement Number ICL-004/PJK/VI/2025 concerning the Provision of Legal Services Related to Assistance in Reports of Alleged Corruption in the Control/Grabbing of Land Management Rights of PT Indonesia Asahan Aluminium Asahan Aluminium Number 1/ Kuala Tanjung Village, for Rp3,000,000,000.
Service Fee (Actual payment January 1, 2025 to December 31, 2025)	1. Legal Consultant Services Agreement No. ILC-022/PJK/X/2023 dated October 20, 2023, last amended on January 12, 2026, for Rp1,760,000,000, divided into: a. Rp200,000,000 (Stage IV, Article 6, paragraph 1b); and b. Rp1,560,000,000 (Stages I and II, Article 6, paragraph 1c) 2. Agreement No. ILC-012/PJK/VII/2024 dated August 13, 2024, concerning the Provision of Legal Services Related to Legal Efforts for a Civil Lawsuit in the Context of Settling Payment Obligations of PT Prima Alloy Steel Universe Tbk, last amended on November 14, 2025, for Rp2,000,000,000 (Stage III & Stage 4 Payments) 3. Agreement No. ICL-004/PJK/VI/2025 concerning the Provision of Legal Services Related to Assistance in Reporting Alleged Corruption in the Control/Grabbing of Land Management Rights of PT Indonesia Asahan Aluminium Asahan Aluminium Number 1/ Kuala Tanjung Village, for Rp1,200,000,000 (Stages I-III, Article 5, paragraphs 1a-g)

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04

MANAGEMENT DISCUSSION AND ANALYSIS

An overview of the Company's operational and financial performance, business strategy, and transformation initiatives instigated throughout 2025 to maintain sustainable growth and strengthen the competitiveness of the national aluminium industry.

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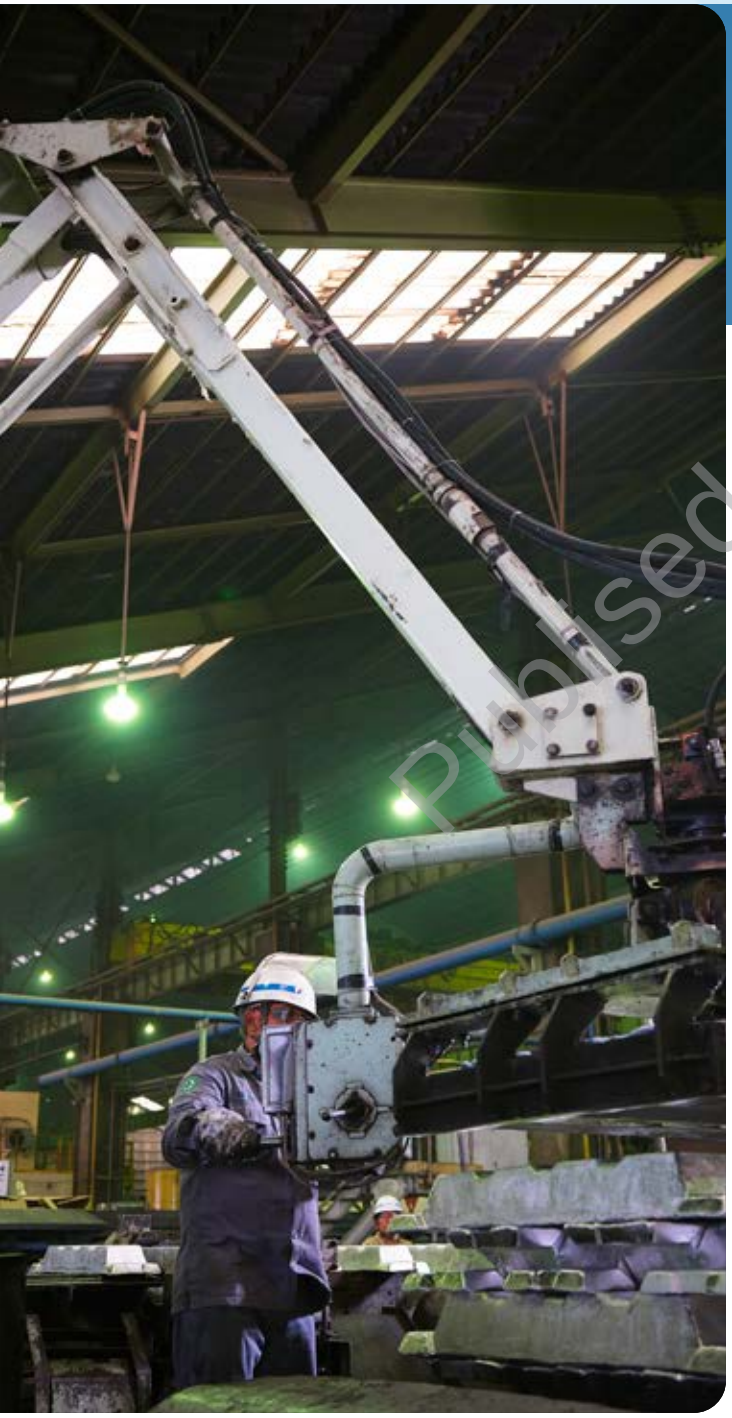
2025 marked a crucial milestone for PT Indonesia Asahan Aluminium as it strengthened its transformation into an integrated, sustainable, and globally competitive national green aluminium company. Despite the dynamics of the global aluminium industry, the Company successfully maintained a solid operational and financial performance by strengthening its operational excellence, developing national aluminium downstreaming, strengthening its supply chain, and instigating an adaptive and long-term business strategy.



Economy and Industry Review

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GLOBAL AND NATIONAL ECONOMIC ANALYSIS

Based on the World Economic Outlook (WEO) report published by the IMF in January 2026, global economic growth was projected to remain stable but tend to slow to around 3.0% - 3.3% in 2025 and 3.1% - 3.3% in 2026. This growth is driven by economic resilience, service activity, and AI adoption, but is hampered by the risks of protectionism, geopolitical tensions, and high debt. This slowdown was also seen in most major economies: growth in developed economies was expected to moderate at around 1.5–2.0%, while developing economies were expected to grow slightly higher but remain below historical trends. The main factors influencing this trend were protectionist policies, financial market volatility, and geopolitical risks that suppress trade and investment expansion. Domestically, data from the Central Statistics Agency (BPS) indicated that the Indonesian economy would continue to grow positively in 2025, with GDP growth of 5.11% (year-on-year). This figure demonstrates the resilience of the national economy despite uncertain global conditions, and it remains on track to achieve the annual growth target set by the government.

Indonesia's economic growth projections from the IMF and other international institutions also indicated that, despite revisions to projections for 2025, the growth rate remained relatively strong compared to the global average. Several IMF and research institution projections indicated that Indonesia's growth rate would be in the range of ±4.7% to 5.1% in 2025, placing Indonesia among the countries with superior growth performance compared to many other developing countries.

Indonesia's growth is driven by several positive internal factors, including solid domestic consumption, increased investment, and fiscal and monetary policies being responsive to economic conditions. Sectors such as manufacturing, transportation, and consumer services demonstrated consistent performance improvements throughout 2025. Expansion of the production base and increased productivity in strategic sectors contributed to strengthening the national economic fundamentals.

However, external risks such as global commodity price volatility, uncertainty in global demand, and potential supply chain disruptions remain key challenges that need to be anticipated. In addition, domestic risks, such as structural challenges in creating quality jobs and declining productivity in several sectors, also require policy attention.

Given this data and projections, the Indonesian economy is considered relatively resilient despite the global economic slowdown. Coordinated fiscal and monetary policies help maintain macroeconomic stability and encourage consumption and investment. However, to maintain medium-term growth momentum, a focus on structural reforms, increased productivity, and the development of high-value-added sectors is needed.

These conditions also influenced the dynamics of global aluminium prices, energy costs, and the raw material supply chain for the aluminium industry.

Overall, 2025 reflected a period of moderate but stable global economic growth, while Indonesia demonstrated a relatively strong performance with growth above the global average, reflecting robust domestic economic fundamentals despite external risks.

INDUSTRY ANALYSIS AND COMPANY POSITION IN THE INDUSTRY

The global and national aluminium industry shows positive growth prospects, driven by increasing demand from the infrastructure, transportation, packaging, renewable energy, and electric vehicle sectors. Aluminium is increasingly viewed as a strategic material due to its lightweight, corrosion-resistance, and recyclable properties, aligning with the energy transition and sustainable development agendas. Domestically, aluminium industry growth is also driven by the national mineral downstreaming program and the increasing demand for primary aluminium to support the development of the domestic manufacturing industry.

Within the national industry, the Company occupies a highly strategic position as Indonesia's largest primary aluminium producer. Strategic project development is being undertaken to strengthen the resilience of the national aluminium supply chain, increase production capacity, and support value-added downstreaming. In 2025, INALUM played a crucial role in maintaining the availability of domestic aluminium supplies and reducing dependence on imports. Supported by a relatively stable and efficient electricity source, the Company has a competitive advantage in maintaining operational sustainability and production cost efficiency amid fluctuating global aluminium prices.

In line with the government policy, INALUM continues to strengthen its role in the national aluminium industry value chain through downstream development. Strategic projects, including strengthening the supply of alumina raw materials and increasing production capacity, serve as the crucial foundation for building an integrated aluminium ecosystem from upstream to downstream. This initiative not only increases the added value of the national natural resources but also strengthens the competitiveness of the Indonesian aluminium industry in regional and global markets.

Outside its operational aspects, the Company also prioritizes sustainability as an integral part of its business strategy. In 2025, the Company continued to promote the environmental, social, and governance (ESG) principles in all business activities, including energy efficiency, emissions management, and compliance with international aluminium industry standards. With this strategic position, INALUM is projected to remain a key pillar in the development of the national aluminium industry while contributing significantly to Indonesia's economic growth and sustainable development.

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Operational Review

2025 CORPORATE STRATEGY

External and internal conditions significantly influenced the achievement of the established performance targets. In this regard, the Company determined the following strategies were needed to support target achievement:

1. Instigating strategic initiatives to support business development.
2. Improving systems and cost efficiencies to support target achievement.
3. Increasing the reliability of key equipment to support operational excellence.
4. Developing capabilities and optimize portfolios.

In response to the dynamics of the global aluminium industry and evolving economic challenges, INALUM has established a business strategy focused on operational excellence, strengthening competitiveness, developing downstream processes, and long-term business sustainability.

PROJECTS UNDERWAY IN 2025

The following projects were underway in 2025:

No.	Project Profile	Project Phase	Objective	Investment Amount (USD Million)	Capacity
1	Smelter Grade Alumina Refinery (SGAR) phase 1	Implemented	The Smelter Grade Alumina Refinery project, with a capacity of 1 MTPA of alumina, will connect the supply chain between bauxite ore (Antam's Mining Permit) and the Aluminium Smelter Plant (INALUM).	941	1 million Tons of Alumina per Year
2	Pot Upgrading	Completed	The Upgrading Project optimizes and upgrades INALUM existing smelter pot technology to increase production capacity.	105	~ 25 thousand Tons of Molten Aluminium per Year

PROJECTS INITIATED IN 2025

The following were projects being initiated in 2025:

No.	Project Profile	Project Phase	Objective	Investment Amount (USD Million)	Capacity
1	Smelter Production Enhancement Program	Planning (FID Preparation)	Increasing aluminium production capacity at the existing smelter in Kuala Tanjung	655 (up to 1,272)*	Additional capacity of 200 thousand tons of aluminium per year (expandable to 390 thousand tons).
2	Smelter Grade Alumina Refinery (SGAR) Phase II	Planning (FID Preparation)	Alumina capacity increase of 1,000,000 tons per year (tpa) to support the Mempawah Aluminium Smelter.	882*	1 million Tons of Alumina per Year
3	Mempawah Aluminium Smelter	Planning (FID Preparation)	Build a new aluminium smelter with a minimum capacity of 600,000 tons per annum (tpa).	2.391*	600 thousand Tons of Aluminium per Year

*) Subject to be finalized at Feasibility Study (FS)/Bankable Feasibility Study

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Marketing Aspects

MARKETING STRATEGY

In an effort to maintain its leadership in the Indonesian primary aluminium industry, the Company prioritized strengthening its competitiveness throughout 2025. By integrating a measurable strategy, the Company is currently expanding its reach to meet not only the domestic market but also the increasingly dynamic global market.

One of the strategic steps taken was to shift the Company's commercial approach from a production-driven to a market-driven one. This shift is aimed at increasing focus on customer needs while strengthening the Company's competitiveness in the ever-evolving aluminium market. This market-based approach also has a positive impact on inventory management, allowing the Company to more accurately align production with market demand, thereby minimizing the potential for unabsorbed inventory.

In an effort to strengthen its presence and competitiveness in the global market, INALUM continues to expand its market reach through exports to other countries. INALUM's aluminium products are not only marketed domestically but have also penetrated the international market by supplying directly to end producers in several countries, such as Japan, South Korea, and others.

In addition, INALUM has begun to increase its global visibility by participating in international aluminium industry conferences and forums. This participation provides the Company with a means to expand its network, gain market insights, and strengthen INALUM's position in the global aluminium industry.

The Company also runs marketing campaigns through sponsorships of promotional activities for customers' final products as part of its after-sales service. This initiative not only strengthens customer relationships but also increases INALUM's brand exposure in downstream sectors, including the property industry.

In line with its export market strengthening strategy, INALUM is also developing long-term contract schemes with strategic partners in the global market. This strategy aims to create demand stability while increasing international market confidence in the sustainability of INALUM's product supply. This step is also part of INALUM's efforts to strengthen its brand awareness in the global market and prepare for production capacity expansion through the planned operation of Smelter II, targeted for 2029.

INALUM also continues to strengthen its branding through the "Green Aluminium" campaign at corporate events to promote the advantages of the Company's environmentally friendly aluminium products. INALUM also hosted the "Aluminium Talk" forum as an interactive platform for customers from different industry segments to discuss macroeconomic developments, aluminium industry trends, and future business collaboration opportunities. As a token of appreciation to customers and an effort to strengthen business relationships, the Company also regularly holds "Customer Gathering" events, which provide a more personal space for interaction between the Company and its customers.

To increase customer loyalty, INALUM has initiated a "Loyalty Customer" program aimed at customers who have committed to ongoing cooperation. The Company also provides sales engineering services to provide technical support to customers in resolving production and product quality issues, thus ensuring a more optimal customer experience.

Through these strategies, INALUM is optimistic it can address these opportunities while strengthening business partnerships and customer relationships, as well as enhancing its position as a major player in the aluminium industry, both nationally and globally.

The marketing strategy strengthens INALUM's position as a competitive national green aluminium supplier in the global market.

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MARKET SHARE

By the end of 2025, INALUM's contribution to meeting Indonesia's aluminium needs reached 46%. INALUM focused on meeting domestic aluminium needs, resulting in the majority of sales being in the domestic market (83.45%) as a manifestation of INALUM's commitment to supporting the national aluminium industry, and export sales (16.55%) to maintain the brand's presence in the global market.

INALUM continued to strengthen its role as Indonesia's largest primary aluminium producer by focusing on meeting domestic aluminium demand while selectively developing export markets to strengthen the Company's global competitiveness.

INALUM successfully met the aluminium material needs of several industrial sectors, particularly domestic ones, including Extrusion, Automotive, Cable Manufacturing, Aluminium Sheet/Plate/Foil Manufacturing, Cathodic Protection Manufacturing, and other industrial sectors, including water treatment, Galvalume Manufacturing, and others.

An overview of the Company's market share in 2025 can be seen in the table below.

Segmentation	Market Share (%)
Automotive	16.00
Cable Maker	20.55
Extrusion	27.76
Sheet/Plat/Foil	6.03
Cathodic Protection	0.58
Others	12.53
Trader (export)	16.55
Total	**100.00**

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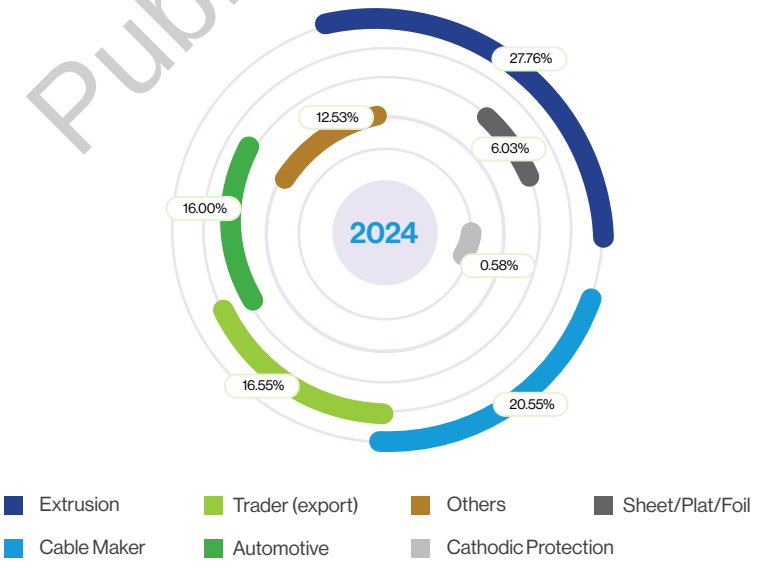
Market Share



Performance Overview by Business Segment

Referring to INALUM's Financial Statements, audited by KAP Purwanto Susanti & Surja (EY Indonesia), the Company does not separate its operating segments in accordance with PSAK 108, so Company is categorized as having a single operating segment. However, in the consolidated revenue structure, the Company's revenue is derived not only from the sale of various types of aluminium products but also from other income from subsidiaries. The business segment performance discussion in this report is divided into the aluminium and alumina segments.

In terms of business segmentation, the Company's revenue continued to be dominated by the Aluminium segment in 2024 and 2025. While, contributions from the Alumina segment have not yet been recognized in operating revenues as the related facilities are still in the commissioning phase and were approaching the Commercial Operation Date (COD) in 2025.

Although the Company is categorized as having a single operating segment from an accounting perspective, INALUM continued to strengthen the development of an integrated aluminium ecosystem through its aluminium and alumina businesses.

Therefore, the financial performance for the reporting period fully reflects the operational results of the aluminium segment, while contributions from the alumina segment are still recorded in other income.

ALUMINIUM PRODUCT SEGMENT

As the largest aluminium company in Indonesia, INALUM has built a strong reputation thanks to its extensive experience and application of advanced technology. The core products, including aluminium ingots, billet, and foundry alloys, are manufactured to international quality standards to meet national and international market demand. INALUM's production facilities, including the ISP Plant, IPP Plant, and storage facilities, are equipped with modern technology to support optimal operations and produce high-quality products.

Data on the productivity of the Company's products in 2025 and 2024 were as follows:

Aluminium Products	Measurement Unit	2025	2024	Increase (Decrease)	
				Difference	Percentage (%)
Production					
Aluminium Primary					
Ingot	Ton	**241,450**	229,813	11,637	5.1
Alloy	Ton	**17,846**	21,672	(3,826)	(17.7)
Billet	Ton	**14,711**	21,589	(6,878)	(31.9)
Liquid Aluminium	Ton	**6,075**	1,156	4,919	425.5
Total	**Ton**	**280,082**	**274,230**	**5,852**	**2.1**
Billet Secondary	Ton	**6,456**	1,222	5,234	428.3

In 2025, realized production reached 280,082 tons, an increase of 2.1%, or 5,852 tons, compared to 274,230 tons in 2024. This increase was due to production capacity optimization and increased operational efficiency.

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The Company's product sales data for 2025 and the previous year can be seen in the table below.

Aluminium Products	Measurement Unit	2025	2024	Increase (Decrease)	
				Difference	Percentage (%)
Penjualan					
Aluminium Primary					
Ingot	Ton	**239,471**	233,034	6,437	2.8
Alloy	Ton	**18,551**	21,032	(2,481)	(11.8)
Billet	Ton	**16,044**	21,158	(5,114)	(24.2)
Liquid Aluminium	Ton	**6,075**	1,156	4,919	425.5
Total	**Ton**	**280,141**	**276,381**	**3,760**	**1.4**
Billet Secondary	Ton	**6,272**	1,234	5,038	408.27

Based on product sales results, INALUM recorded revenue of USD785,697 thousand in 2025, an increase of USD68,710 thousand, or 9.58%, compared to USD716,987 thousand in the previous year. This was due to increased production and sales, supported by rising London Metal Exchange (LME) prices.

ALUMINA PRODUCT SEGMENT

As the largest aluminium company in Indonesia, the Company has consistently instigated strategic initiatives in the upstream sector, particularly covering the supply of its primary raw material, alumina, through its subsidiary, PT Borneo Alumina Indonesia (BAI). This step is part of an effort to strengthen its cost structure and increase business competitiveness. In 2025, PT BAI was in the commissioning phase as part of the process towards full commercial operations. Initial performance and productivity levels during this phase can be seen in the table below.

Aluminium Products	Measurement Unit	2025	2024	Increase (Decrease)	
				Difference	Percentage (%)
Production					
Alumina	Ton	**359,669**	Not yet operating	359,669	N/A
Sales					
Alumina	Ton	**294,796**	Not yet operating	294,796	N/A

Based on product sales results, alumina sales did not contribute to consolidated revenue in 2025 due to the delay in PT BAI's commercial operation date (COD). Therefore, alumina sales were still recorded as other income.

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Financial Performance Analysis

> Despite the global industry dynamics, the Company successfully maintained a solid financial performance through its operational strengthening, cost efficiencies, and prudent and adaptive business management.

The financial performance discussion in this section is based on the Consolidated Financial Statements of PT Indonesia Asahan Aluminium for the period ending December 31, 2025. These financial statements were audited by the Public Accounting Firm (KAP) Purwanto Susanti and Surja (EY Indonesia) and issued on March 31, 2026, with an audit opinion of "fair in all material respects."

INALUM ensures that the preparation of financial statements is carried out in accordance with Indonesian Financial Accounting Standards, which include the Statements of Financial Accounting Standards (PSAK) and Interpretations of Financial Accounting Standards (ISAK). The Financial Statements are presented in a separate section of this Annual Report as an integral part.

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CONSOLIDATED STATEMENT OF FINANCIAL POSITION

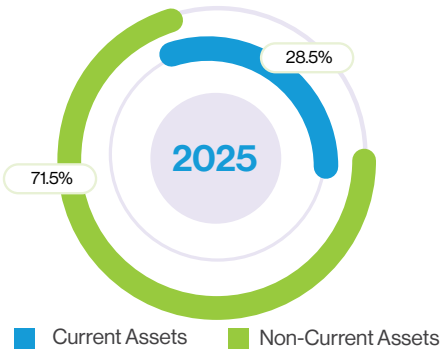
Assets

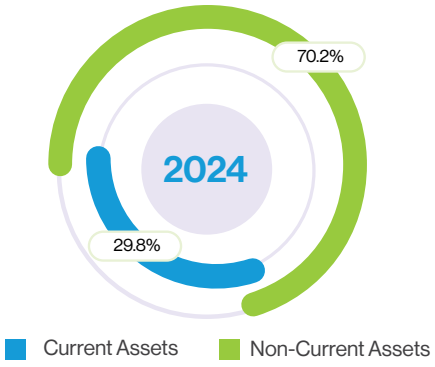
INALUM's total assets stood at USD2,391,530 thousand in 2025, a decrease of 3.5%, or USD85,624 thousand, compared to USD2,477,154 thousand in 2024.

in thousand USD

Description	2025	2024	Increase (Decrease)	
			Difference	Percentage (%)
Current Assets	**681,200**	739,214	(58,014)	(7.8)
Non-Current Assets	**1,710,330**	1,737,940	(27,610)	(1.6)
Total Assets	**2,391,530**	**2,477,154**	**(85,624)**	**(3.5)**

The Company's assets primarily consist of non-current assets, amounting to USD1,710,330 thousand, or 71.5% of the Company's total assets. Current assets totaled USD681,200 thousand, or 28.5% of the Company's total assets. This asset composition remained relatively unchanged compared to the previous year.





Current Assets

in thousand USD

Description	2025	2024	Increase (Decrease)	
			Difference	Percentage (%)
Cash and Cash Equivalents	**398,689**	463,577	(64,888)	(14.0)
Time Deposits	**7,302**	9,281	(1,979)	(21.3)
Trade Receivable	**42,044**	32,451	9,593	29.6
Other Receivables				
Third Parties	**1,036**	1,916	(880)	(45.9)
Related Parties	**884**	985	(101)	(10.3)
Inventory	**204,636**	205,822	(1,186)	(0.6)
Prepaid Taxes	**24,218**	7,183	17,035	237.2
Other Tax Receivables	**1,617**	859	758	88.2
Investments in Debt Instruments	**-**	17,001	(17,001)	(100.0)
Advances and Prepaid Expenses	**773**	139	634	456.1
Total Current Assets	**681,200**	**739,214**	**(58,014)**	**(7.8)**

In 2025, the Company's current assets stood at USD681,200 thousand, a decrease of 7.8%, or USD58,014 thousand, compared to USD739,214 thousand in 2024. This decrease was primarily due to a decrease in cash and cash equivalents due to dividend payments to shareholders.

Non-Current Assets

in thousand USD

Description	2025	2024	Increase (Decrease)	
			Difference	Percentage (%)
Investments in Associated Entities	**22,800**	4,001	18,799	469.9
Fixed Assets	**1,645,468**	1,662,214	(16,746)	(1.0)
Other Receivables - Related Parties	**4,682**	4,845	(163)	(3.4)
Prepaid Taxes	**11,521**	35,481	(23,960)	(67.5)
Other Tax Receivables	**13,776**	15,268	(1,492)	(9.8)
Deferred Tax Assets	**-**	5,526	(5,526)	(100.0)
Investments in Debt Securities	**8,075**	3,094	4,981	161.0
Other Non-Current Assets	**4,008**	7,512	(3,504)	(46.6)
Total Non-Current Assets	**1,710,330**	**1,737,940**	**(27,610)**	**(1.6)**

The Company's Non-Current Assets stood at USD 1,710,330 thousand in 2025, a 1.6% decrease, or USD 27,610 thousand, compared to USD 1,737,940 thousand in 2024. This decrease was due to prepaid taxes.

Liabilities

In 2025, INALUM's total liabilities were USD 362,043 thousand, a 26.2% decrease, equivalent to USD 128,521 thousand, compared to USD 490,565 thousand in 2024.

in thousand USD

Uraian	2025	2024	Increase (Decrease)	
			Difference	Percentage (%)
Short-Term Liabilities	**320,707**	454,352	(133,645)	(29.4)
Long-Term Liabilities	**41,336**	36,213	5,123	14.1
Total Liabilities	**362,043**	**490,565**	**(128,522)**	**(26.2)**

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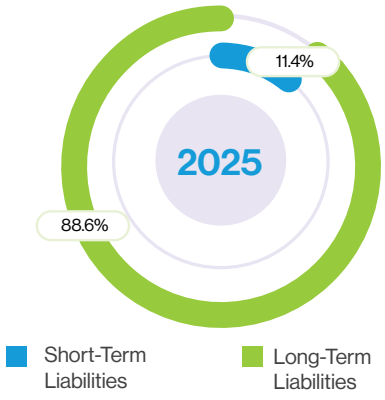
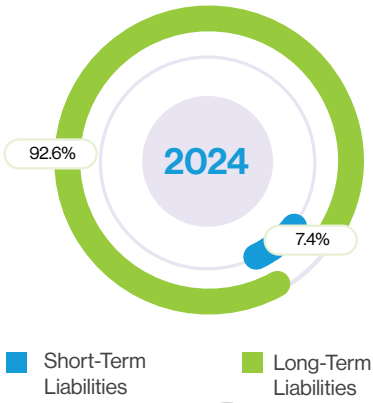
In 2025, the Company's liabilities composition was dominated by short-term liabilities, which amounted to USD320,707 thousand, or 88.6% of the Company's total liabilities. While, long-term liabilities only amounted to USD41,337 thousand, or 11.4% of the Company's total liabilities.





Current Liabilities

in thousand USD

Description	2025	2024	Increase (Decrease)	
			Difference	Percentage (%)
Trade Payables	67,301	71,913	(4,612)	(6.4)
Accruals	123,916	248,821	(124,905)	(50.2)
Short-Term Employee Benefit Liabilities	37,583	43,768	(6,185)	(14.1)
Tax Payables	14,828	30,322	(15,494)	(51.1)
Long-term Liabilities that mature Within One Year	2,521	1,753	768	43.8
Other Current Liabilities	74,558	57,774	16,784	29.1
Total Current Liabilities	**320,707**	**454,352**	**(133,645)**	**(29.4)**

The Company's Current Liabilities stood at USD320,707 thousand in 2025, a 29.4% decrease, or USD133,645 thousand, compared to USD454,352 thousand in the previous year. This decrease was mainly due to the realization of payments for PT BAI's Engineering, Procurement, and Construction (EPC) project.

Long-Term Liabilities

in thousand USD

Description	2025	2024	Increase (Decrease)	
			Difference	Percentage (%)
Long-term liabilities after deducting the portion due within one year	2,386	1,556	830	53.3
Post-employment benefit obligations	6,898	5,120	830	53.3
Deferred tax liabilities	1,485	-	1,485	100.0
Other non-current liabilities	30,567	29,538	1,029	3.5
Total non-current liabilities	**41,336**	**36,213**	**5,123**	**14.1**

The Company's Long-Term Liabilities stood at USD41,336 thousand in 2025, an increase of 14.1%, or USD5,123 thousand, compared to USD36,213 thousand the previous year. This increase was mainly due to increases in post-employment benefit obligations, other non-current liabilities, and deferred tax liabilities.

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Equity

The Company's total equity in 2025 stood at USD2,029,487 thousand, an increase of 2.2%, or USD85,623 thousand, compared to USD1,986,589 thousand in 2024. This increase was mainly due to an increase in profit for the current year.

in thousand USD

Description	2025	2024	Increase (Decrease)	
			Difference	Percentage (%)
Share Capital	**1,294,189**	1,294,189	-	-
Additional Paid-in Capital	**(34,887)**	(34,887)	-	-
Retained Earnings				
Appropriated	**52,662**	52,662	-	-
Unappropriated	**596,002**	585,614	10,388	1.8
(Expenses)/Other Comprehensive Income	**(1,868)**	(1,343)	(525)	39.1
Difference in Translation of Subsidiary Financial Statements	**18,516**	18,425	91	0.5
Total Equity Attributable to Owner of the Parent Entity	**1,924,614**	1,914,661	9,953	0.5
Non-Controlling Interests	**104,873**	71,928	32,945	45.8
Total Equity	**2,029,487**	**1,986,589**	**42,898**	**2.2**

CONSOLIDATED STATEMENT OF PROFIT (LOSS) AND OTHER COMPREHENSIVE INCOME

in thousand USD

Description	2025	2024	Increase (Decrease)	
			Difference	Percentage (%)
Revenue from Contracts with Customers	**785,697**	716,987	68,710	9.6
Cost of Goods Sold	**(544,561)**	(501,679)	(42,881)	8.5
Gross Profit	**241,136**	215,308	25,828	12.0
General and Administrative Expenses	**(63,433)**	(67,044)	3,611	(5.4)
Sales and Marketing Expenses	**(8,057)**	(6,686)	(1,371)	20.5
Operating Profit	**169,646**	141,578	28,068	19.8
Finance Income	**17,546**	30,024	(12,478)	(41.6)
Finance Costs	**(344)**	(399)	55	(13.8)
Share in Loss of Associates	**(3,125)**	(3,738)	613	(16.4)
Other Revenue, Net	**10,217**	2,210	8,007	362.3
Profit Before Income Tax	**193,940**	169,674	24,266	14.3
Income Tax Expense	**(51,135)**	(45,957)	(5,178)	11.3
Profit for the Current Year	**142,805**	123,717	24,266	14.3
Other Comprehensive Income				
Items That Will Not to be Reclassified to Profit or Loss:				
Remeasurement of Post-Employment Benefit Obligations	**(688)**	537	(1,225)	(228.1)
Related Taxes	**163**	(106)	269	(253.8)
Items That Will be Reclassified to Profit or Loss:				
Translation Differences in Subsidiary Financial Statements	**91**	48	43	89.6
Total (Loss)/Other Comprehensive Revenue After Tax	**(434)**	479	(913)	(190.6)
Total Comprehensive Revenue for the Current Year	**142,372**	124,196	18,176	14.6

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in thousand USD

Description	2025	2024	Increase (Decrease)	
			Difference	Percentage (%)
Profit for the Current Year Attributable to:				
Owner of the Parent Entity	**134,178**	123,790	10,388	8.4
Non-Controlling Interests	**8,627**	(73)	8,700	11.839.2
	142,805	123,717	19,088	15.4
Comprehensive Income for the Current Year Attributable to :				
Owner of the Parent Entity	**133,730**	124,259	9,471	7.6
Non-Controlling Interests	**8,642**	(63)	8,705	13.790.8
	142,372	124,196	18,176	14.6

Revenue from Customer Contracts

INALUM recorded revenue of USD785,697 thousand in 2025, an increase of 9.6%, or USD68,710 thousand, from USD716,987 thousand in 2024. This was due to an increase in sales quantity and rising LME prices.

in thousand USD

Description	2025		2024		Increase (Decrease)	
	Total	Contribution (%)	Total	Contribution (%)	Difference	Percentage (%)
Products:						
Ingot	**659,089**	**83.9%**	592,517	82.6%	66,572	11.2
Billet	**64,599**	**8.2%**	59,429	8.3%	5,170	8.7
Alloy	**53,964**	**6.9%**	55,964	7.8%	(2,000)	(3.6)
Base Metal	**1,068**	**0.1%**	-	-	1,068	-
Electricity	**6,977**	**0.9%**	9,077	1.3%	(2,100)	(23.1)
Total Revenue	**785,697**	**100.0%**	**716,987**	**100.0%**	**68,710**	**9.6**

Ingot products remained the major contributor to the Company's revenue. In 2025, revenue from ingot sales amounted to USD659,089 thousand, or 83.9% of the Company's total revenue, an 11.2% increase due to increasing demand for ingot products in the domestic market.

Cost of Goods Sold

The Company's total cost of goods sold was USD544,561 thousand in 2025, an increase of USD42,882 thousand, or 8.5%, from USD501,679 thousand in 2024. This was due to rising raw material purchasing prices, including alumina, which coincided with the rising LME prices.

Gross Profit

In line with the Company's increased revenue, the Company's gross profit in 2025 also increased 12.0% to USD241,136 thousand from USD215,308 thousand in 2024.

Operating Expenses

The Company's operating expenses consist of general and administrative expenses and sales and marketing expenses. In 2025, general and administrative expenses were USD63,433 thousand, a decrease of USD3,611 thousand, or 5.4%, from USD67,044 thousand in 2024. There were no significant cost fluctuations.

While, the Company's sales and marketing expenses in 2025 were USD8,057 thousand, an increase of USD1,371 thousand, or 20.5%, from USD6,686 thousand in 2024, due to increased sales volume.

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Profit Before Income Tax Expense

The Company's profit before income tax was USD193,940 thousand in 2025, an increase of USD24,266 thousand, or 14.3%, from USD169,674 thousand in 2024.

Income Tax Expense

As the Company's revenue increased in 2025, the income tax expense also increased to USD51,135 thousand, from USD 45,957 thousand in 2024.

Profit (Loss) for the Current Year

As of December 31, 2025, the Company's profit for the current year was USD142,805 thousand, an increase of USD19,088 thousand, or 15.4%, from the 2024 profit for the year of USD123,717 thousand. This was mainly due to increased sales volumes and the rising the LME prices.

The increase in net profit reflects the effectiveness of operational strategies, production optimization, and strengthening of marketing performance.

Total (Loss)/Other Comprehensive Income After Tax

In 2025, the Company's comprehensive loss after tax was USD434 thousand, compared to USD479 thousand in 2024.

Total Comprehensive Income for the Current Year

In 2025, INALUM's total comprehensive income for the current year, the accumulation of profit/loss for the current year and other comprehensive income/loss was USD 142,372 thousand, an increase of USD18,176 thousand, or 14.6%, compared to USD 124,196 thousand in 2024.

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CONSOLIDATED STATEMENT OF CASH FLOWS

Cash flow management is carried out prudently to maintain liquidity and support the sustainability of the Company's strategic investments.

in thousand USD

Description	2025	2024	Increase (Decrease)	
			Difference	Percentage (%)
Cash Flows from Operating Activities	**56,766**	92,415	(35,649)	(38.6)
Cash Flows from Investing Activities	**(19,287)**	(120,766)	(101,479)	(84.0)
Cash Flows from Financing Activities	**(102,464)**	(157,449)	(54,985)	(34.9)
Net Increase (Decrease) in Cash and Cash Equivalents	**(64,985)**	(185,800)	(120,815)	(65.0)
Cash and Cash Equivalents at the Beginning of the Year	**463,577**	649,449	(185,872)	(28.6)
Effect of Changes in Foreign Exchange Rate on Cash and Cash Equivalents	**97**	(71)	168	(235.9)
Cash and Cash Equivalents at the End of the Year	**398,689**	463,577	(64,888)	(14.0)

Cash Flows from Operating Activities

In 2025, net cash flows from operating activities was USD35,649 thousand, or 38.6%, compared to USD92,415 thousand in 2024. This was due to increased payments to suppliers, employees, and third parties, as well as tax payments.

Cash Flows from Investing Activities

In 2025, net cash flows from investing activities was USD19,287 thousand, a decrease of USD101,479 thousand, or 84.0%, compared to USD120,766 thousand in 2024. This was due to reduced cash expenditures for the acquisition of fixed assets or new investments compared to the previous year.

Cash Flows from Financing Activities

In 2025, net cash flows from financing activities was USD102,464 thousand, a decrease of USD54,985 thousand, or 34.9%, from USD157,449 thousand in 2024. This was due to a decrease in dividend payments on net profit for the 2024 fiscal year compared to net profit for the 2023 fiscal year.

Net Increase (Decrease) in Cash and Cash Equivalents

The net increase or decrease in cash and cash equivalents is the accumulation of cash flows from operating activities, investing activities, and financing activities. As of the end of 2025, the Company's net decrease in cash and cash equivalents was USD64,985 thousand, a decrease of USD120,815 thousand, or 65.0%, from USD(185,800) thousand the previous year. This is due to the efficient use of cash for investing and financing activities.

The Company's cash and cash equivalents at the beginning of the year was USD463,577 thousand in 2025, a decrease of USD185,872 thousand, or 28.6%, from USD649,449 thousand the previous year. This decrease was due to the large use of net cash in the 2024 fiscal year period.

Cash and Cash Equivalents at the End of the Year

In 2025, the Company's cash and cash equivalents at the end of the year was USD398,689 thousand, a decrease of USD64,888 thousand, or 14.0%, compared to USD463,577 thousand in 2024. This was due to a decrease in cash and cash equivalents following dividend payments to shareholders.

IMPORTANT FINANCIAL RATIOS

Improvements in financial ratios reflects the strengthening of the Company's financial fundamentals and capital structure..

Description	2025	2024	Increase (Decrease)	
			Difference	Percentage (%)
Profit (Loss) to Total Assets Ratio (%)	**5.97**	4.99	0.98	19.56
Profit (Loss) to Equity Ratio (%)	**7.04**	6.23	0.81	12.99
Profit (Loss) to Revenue/Sales Ratio (%)	**18.18**	17.26	0.92	5.33
Current Ratio (x)	**2.12**	1.63	0.49	30.55
Liabilities to Equity Ratio (x)	**0.18**	0.25	(0.07)	(27.76)
Liabilities to Total Assets Ratio (x)	**0.15**	0.20	(0.05)	(23.56)

At the end of 2025, the profit (loss) to total assets ratio was 5.97%, an increase from 4.99% the previous year. While, the profit (loss) to equity ratio as of December 31, 2025, was 7.04%, an increase from 6.23% in 2024. The profit (loss) to revenue/sales ratio in 2025 was 18.18%, an increase from 17.26% in 2024.

The current ratio as of the end of 2025 stood at 2.12x, an increase from the previous year's 1.63x. While, the liabilities to equity ratio as of December 31, 2025, stood at 0.18x, a decrease from 0.25x recorded in 2024. The liabilities to total assets ratio in 2025 stood at 0.15x, relatively similar to the 0.20x recorded in 2024.

ABILITY TO PAY DEBT AND RECEIVABLES COLLECTIBILITY DEBT REPAYMENT ABILITY LEVEL

Ability to Pay Debt

The Company's ability to meet all obligations, both long-term and short-term, is measured through liquidity and solvency ratios. Liquidity ratios measure the ability to pay off short-term obligations, while the solvency ratio measures the Company's ability to meet all its obligations, both short-term and long-term.

INALUM consistently maintains relationships with creditors based on work ethics and applicable laws and regulations. The Company believes that business development will be supported by competitive funding through creditors.

When following the Code of Conduct, the working relationship between creditors and the Company is achieved through the following guidelines :

1. Creditor selection is carried out for the benefit and development of the Company's business and it's ability to create added value for the Company, taking into account the Company's capabilities while still considering the Creditor's credibility and reputation.
2. Provides up-to-date, relevant, and accountable information, complying with the Company's information disclosure policy.
3. Fulfills creditors' rights in accordance with Company policies and applicable laws and regulations.

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Liquidity Ratio

Liquidity ratios are used to measure the Company's ability to meet its short-term obligations. The Company's liquidity can be measured by calculating its current ratio and cash ratio.

At the end of 2025, the Company's current ratio was 2.12x, an increase compared to 1.63x the previous year. This indicates that the Company's ability to pay its short-term obligations using available current assets increased in 2025, due to an increase in current assets or a significant decrease in current liabilities.

While, the cash ratio in 2025 stood at 124%, higher than the 102% in 2024. This indicates that the Company's ability to settle its short-term liabilities using available cash and cash equivalents increased in 2025, due to a more optimal cash balance management relative to immediate liabilities.

Solvency Ratio

The Company's ability to pay all its long-term and short-term liabilities can be measured using the solvency ratios, which consist of the Debt-to-Assets Ratio (DAR) and the Debt-to-Equity Ratio (DER).

In 2025, the Company's liability-to-asset ratio (DAR) was 0.15x, lower than 0.20x at the end of the previous year. This indicates a decrease in the proportion of the Company's assets financed through liabilities. The Company's liability-to-equity ratio (DER) was 0.18x, lower than 0.25x the previous year.

Receivables Collectibility Level

The receivables collectibility level reflects the Company's ability to collect its receivables, which can be measured by the collection period, or the average collection period, and is calculated based on the collection period, or the average collection period, for 2025 compared to 2024, as shown in the following table:

Receivables Collectibility Level for the 2024-2025 Period

Description	2025	2024
Average Receivables Collection Period (days)	**17**	20

The Company's average receivables collection period was 17 days in 2025, faster than the previous year's 20 days. The Company's accounts receivable in 2025 compared to 2024, based on the aging of the receivables, can be seen in the following table:

Trade Receivable Aging for the 2024-2025 Period

in thousand USD

Description	2025	2024	Increase (Decrease)	
			Difference	Percentage (%)
Current	**39,256**	28,061	11,195	39.9
1-30 days	**2,642**	1,403	1,239	88.3
31-90 days	**-**	2,987	(2,987)	(100.0)
More than 90 days	**8,400**	8,255	145	1.8
Provision for impairment	**(8,255)**	(8,255)	-	-
Total	**42,043**	**32,451**	**9,592**	**29.6**

In 2025, INALUM had no receivables from related parties. However, the Company recorded a provision for impairment of USD8,255 thousand, the same as 2024.

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Capital Structure and Capital Structure Management Policy

The Company's capital structure remains conservatively managed to maintain funding flexibility and to support expansion.

CAPITAL STRUCTURE DETAILS

INALUM's capital risk management is aimed at ensuring the maintenance of healthy capital ratios to support its business and maximize returns for shareholders.

The Company manages its capital risk to improve business capabilities and sustainability, while maximizing returns to shareholders by optimizing its financial resources. The Board of Directors periodically reviews the capital structure. As part of this review, the Board of Directors considers the cost of capital and associated risks.

The following shows the Company's capital structure, consisting of the Company's liabilities and equity for 2025, together with a comparison with 2024.

Description	2025		2024		Kenaikan (Penurunan)	
	Nominal (Thousand USD)	Composition (%)	Nominal (Thousand USD)	Composition (%)	Difference (Thousand USD)	Percentage (%)
Current Liabilities	**320,707**	**13.4**	454,352	18.3	(133,645)	(29.4)
Non-Current Liabilities	**41,336**	**1.7**	36,213	1.5	5,124	14.1
Total Liabilities	**362,043**	**15.1**	490,565	19.8	(128,522)	(26.2)
Equity	**2,029,487**	**84.9**	1,986,589	80.2	42,898	2.2
Total Liabilities and Equity	**2,391,530**	**100.0**	**2,477,154**	**100.0**	**(85,623)**	**(3.5)**

In 2025, the Company's capital structure consisted of 15.1% liabilities and 84.9% equity. This composition has changed from 2024, when liabilities accounted for 19.8% and equity accounted for 80.2%.

CAPITAL STRUCTURE MANAGEMENT POLICY

Management prepares the basis for determining capital structure policy by considering economic predictions, business growth potential, capital support from shareholders, and capital ratio targets. With this capital plan, the Company can manage sustainable business growth while still managing an adequate capital structure.

Management monitors the Company's capital using the debt to equity ratio, which is calculated by dividing total debt by total capital. Debt consists of the total liabilities on the consolidated statement of financial position. Capital consists of all existing equity components as stated in the consolidated statement of financial position.

in thousand USD

Description	2025	2024	Increase (Decrease)	
			Difference	Percentage (%)
Total Liabilities	**362,043**	490,565	(128,522)	(26.2)
Total Equity (Capital)	**2,029,487**	1,986,589	42,898	2.2
Ratio				
Debt to Capital Ratio	**0.18**	0.25	(0.07)	(27.8)

The table above shows that the Debt-to-Equity Ratio in 2025 stood at 0.18 times, lower than 0.25 times in 2024.

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MATERIAL COMMITMENTS FOR CAPITAL GOODS INVESTMENTS

Capital goods investments are directed towards supporting capacity enhancement, operational reliability, and the development of the Company's strategic projects.

As of the end of 2025, INALUM did not record any material commitments for capital goods investments. Therefore, there is no information to report on material commitments for capital goods investments in this Annual Report, whether related to information about 2nd parties, the purpose of the commitment, source of funds, currencies used, and protection against foreign currency changes.

CAPITAL GOODS INVESTMENTS REALIZATION

The Company realized a number of capital goods investments in 2025 to support the Company's operations during the fiscal year and to support the Company's future plans.

In 2025, total realized capital goods investments were USD29,282 thousand, a decrease compared to the previous year's USD198,545 thousand. INALUM's capital goods investments were used for:

in thousand USD

Description	2025	2024
Land Rights	272	2,345
Structures, Buildings, and Infrastructure	2	1,314
Factories, Machinery, and Equipment	8,361	33,563
Office, hospitals, housing equipment and furniture	2,482	4,937
Transportation Equipment	286	349
Assets in Progress	17,879	156,037
Total Investment	**29,282**	**198,545**

MATERIAL INFORMATION AND FACTS THAT OCCURRED AFTER THE DATE OF THE ACCOUNTANT'S REPORT

During the period following the accountant's report date of March 31, 2026, there was no material information or facts that required disclosure. The Company can confirm that there were no significant events or transactions impacting the financial statements or business conditions after that date. Therefore, no adjustments or additional disclosures are required in this regard.

COMPARISON BETWEEN TARGETS AND REALIZATION AND PROJECTIONS FOR THE NEXT 1 (ONE) YEAR

Comparison Between Targets and Realization in 2025

The Company has set several targets to be achieved in 2025, and these have been adjusted to reflect industry and economic conditions. The comparison of the target achievements based on the 2025 targets with the actual results for the 2025 fiscal year were as follows:

Uraian	Realization 2025	Target 2025	2025 Target Realization (%)
Production (Ton)			
Aluminium Primary			
Ingot	241,450	214,794	112%
Alloy	17,846	24,000	74%
Billet	14,711	27,187	54%
Liquid Aluminium	6,075	8,169	74%
Total	**280,082**	**274,150**	**102%**
Billet Secondary	6,456	19,660	33%

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Uraian	Realization 2025	Target 2025	2025 Target Realization (%)
Alumina	**359,669**	1,000,000	36%
Sales (Ton)			
Aluminium Primary			
Ingot	**239,471**	214,794	111%
Billet	**16,044**	27,187	59%
Alloy	**18,551**	24,000	77%
Liquid Aluminium	**6,075**	8,169	74%
Total	**280,141**	**274,150**	**102%**
Billet Secondary	**6,272**	19,118	33%
Alumina	**294,796**	1,000,000	29%
Revenue (USD Thousands)	**785,697**	927,737	85%
Net Profit (Loss) (USD Thousands)	**142,805**	103,471	138%
Capital Structure			
Assets (USD Thousands)	**2,391,530**	3,049,492	78%
Liabilities (USD Thousands)	**362,043**	1,056,873	34%
Equity (USD Thousands)	**2,029,487**	1,992,619	102%

Overall, the Company's performance in 2025 was quite positive, as seen by the total realized primary aluminium production of 280,082 tons, or 102% of the target of 274,150 tons. From a marketing perspective, the Company recorded sales of 280,141 tons in 2025, or 102% of the target of 274,150 tons. The higher-than-target primary aluminium production and sales in 2025 was primarily due to production capacity optimization and increased operational efficiency.

While in 2025, revenue reached USD785,697 thousand, or 85% of the target of USD927,737 thousand. The lower revenue realization compared to the target was mainly due to the delay in PT BAI's commercial operation date (COD), resulting in alumina sales still being recorded as other income. Based on this performance, the Company recorded a net profit of USD142,805 thousand in 2025, or 138% of the targeted net profit of USD103,471 thousand.

For capital structure, total assets in 2025 stood at USD2,391,530 thousand, or 78% of the target of USD3,049,492 thousand. While, liabilities stood at USD362,043 thousand in 2025, or 34% of the target of USD1,056,873 thousand. This achievement in assets and liabilities was due to the Company's strategic initiative targets not being realized. While, the Company's capital or equity in 2025 stood at USD 2,029,487 thousand, or 102% of the target of USD1,992,619 thousand, mainly due to the achievement of higher-than-target net profit.

Comparison Between 2026 Projections and 2025 Realization

For the next 1 (one) year, the Company has set a number of projections to be achieved, which have been adjusted to reflect the Company's developments, and the industry and economic conditions. The Company's projections for the next 1 (one) year are as follows.

Comparison Between 2026 Projections and 2025 Realization

Description	Projection 2026	Realization 2025	2026 Projections Compared to 2025 Realization (%)
Production (Ton)			
Aluminium Primary			
Ingot	228,020	241,450	94%
Billet	13,315	17,846	112%
Alloy	20,040	14,711	91%
Liquid Aluminium	13,635	6,075	224%
Total	**275,010**	**280,082**	**98%**
Billet Secondary	17,028	6,456	264%

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Comparison Between 2026 Projections and 2025 Realization

Description	Projection 2026	Realization 2025	2026 Projections Compared to 2025 Realization (%)
Alumina	1,000,000	359,669	278%
Sales (Ton)			
Aluminium Primary			
Ingot	228,020	239,471	95%
Billet	13,315	16,044	83%
Alloy	20,040	18,551	108%
Liquid Aluminium	13,635	6,075	224%
Total	**275,010**	**280,141**	**98%**
Billet Secondary	17,028	6,272	271%
Alumina	1,000,000	294,796	339%
Revenue (USD Thousands)	977,910	785,697	124%
Net Profit (USD Thousands)	145,478	142,805	102%
Capital Structure			
Assets (USD Thousands)	2,832,129	2,391,530	118%
Liabilities (USD Thousands)	807,559	362,043	223%
Equity (USD Thousands)	2,024,570	2,029,487	100%
Dividend (USD Thousands)	136,767	123,790	110%

For 2026, the Company projects total primary Aluminium production of 275,010 tons, or 98% of the 2025 realization of 280,082 tons. For secondary billet products, the Company through its subsidiary, PT IAA, projects a total production of 17,028 tons, or 264% of the 2025 realization of 6,456 tons. In 2026, the Company will start producing alumina products through its subsidiary, PT BAI, which is projected to record a production of 1,000,000 tons. For marketing, the Company projects primary Aluminium sales of 275,010 tons in 2026, or 98% of the 2025 realization of 280,141 tons. For secondary billet products, the Company projects total sales of 17,028 tons, a 255% increase compared to the 2025 realization of 6,272 tons. For alumina products, the Company is expected to record sales of 1,000,000 tons.

While for 2026, the Company projects revenue of USD977,910 thousand, or 124% of the realization of USD785,697 thousand in 2025. This will be due to the projected increase in the quantity of secondary billet sales from 6,272 tons in 2025 to 17,028 tons in 2026, and the sales of alumina products of 1,000,000 tons with a portion of internal sales/consumption of 540,000 tons and sales to external parties of 460,000 tons. In addition, the LME Cash price is projected to increase from USD2,630 per ton in 2025 to USD 2,670 per ton in 2026. In 2026, the Company projects a net profit of USD145,478 thousand, a 102% increase compared to the 2025 realization of USD142,805 thousand.

For capital structure, total assets in 2026 are projected to reach USD2,832,129 thousand, a 118% increase compared to the 2025 realization of USD2,391,530 thousand. While, liabilities are projected to reach USD807,559 thousand in 2026, a 223% increase compared to the 2025 realization of USD362,043 thousand. This increase will be due to additional third-party debt resulting from PT BAI's project financing to finance its investment projects. While, the Company's total capital or equity in 2026 is projected to reach USD2,024,570 thousand, a 100% increase compared to the 2025 realization of USD2,029,487 thousand.

For its Dividend Policy, the Company has projected or decided to distribute dividends in 2026 based on the net profit recorded in 2025.

> These achievements demonstrate the effectiveness of the Company's strategy to maintain operational and business resilience despite global industry dynamics.

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DIVIDEND POLICY AND DISTRIBUTION

Dividend Distribution Policy

INALUM's dividend distribution policy is based on Law No. 40 of 2007 concerning Limited Liability Companies. The Company's dividend distribution is conducted in accordance with an AGMS or EGMS Resolution, after taking into account the balance between optimizing returns to shareholders and the Company's business expansion funding needs. The GMS must also determine the timing and procedures for dividend payments. The Company's dividend distribution decision is linked to the fiscal year net profit, the Company's obligation to allocate reserve funds in accordance with applicable regulations, and the Company's financial condition. In addition, the Company also considers growth rates and expansion plans when making dividend distribution decisions.

Dividend Distribution in the Last 2 (Two) Years

Based on the AGMS Resolution for the 2024 fiscal year on June 12, 2025, the shareholders approved a dividend of USD123,790 thousand or 100% of the 2024 net profit.

Information on the distribution and payment of dividends in 2025 based on the 2024 fiscal year performance, as well as information on the distribution and payment of dividends in 2024 based on the 2023 fiscal year performance, can be seen in the table below.

Description	2025 (For Stock Dividends for Fiscal Year 2024)	2024 (For Stock Dividends for Fiscal Year 2023)
Net Profit (USD thousand)	123,790	404,780
Cash Dividends Distributed (USD thousand)	123,790	202,390 (2 phases of payment 50% each)
Dividend per Share (Rp/USD)	9.46	30.92
Dividend Payout Ratio (%)	100%	50%
Announcement Date	12 Juni 2025	July 16, 2024
Payment Date	25 Juni 2025	phase 1 (50%): 16 August 2024 phase 2 (50%): October 30, 2024

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EMPLOYEE AND/OR MANAGEMENT STOCK OWNERSHIP PROGRAM (ESOP/MSOP)

As of December 31, 2025, the Company has never publicly traded its shares and therefore does not have a policy for an Employee Stock Ownership Program (ESOP) and/or Management Stock Ownership Program (MSOP). Therefore, there is no information to report on the number of ESOP/MSOP shares, their realization, time period, requirements for eligible employees and/or management, or exercise price.

REALIZATION OF USE OF PUBLIC OFFERING PROCEEDS

In 2025, INALUM did not conduct an Initial Public Offering (IPO) on any stock exchange. Therefore, there is no information to report on the realization of the use of proceeds from the public offerings in this annual report.

REALIZATION OF USE OF ADDITIONAL PMN FUNDS

State Capital Participation (PMN) involves the separation of state assets from the State Revenue and Expenditure Budget (APBN), to determine a Company's reserves or other sources to be used as capital for State-Owned Enterprises (BUMN) and/or other Limited Liability Companies, and managed corporations.

In 2025, there were no additional PMN funds, so there is no information to report regarding the realization of the use of these funds in this annual report.

MATERIAL INFORMATION ON INVESTMENTS, EXPANSIONS, DIVESTMENTS, MERGERS/ CONSOLIDATIONS, ACQUISITIONS, AND DEBT/CAPITAL RESTRUCTURING

As of December 31, 2025, there is no material information to report regarding investments, expansions, divestments, mergers/ consolidations, acquisitions, and debt/capital restructuring.

MATERIAL INFORMATION ON TRANSACTIONS CONTAINING CONFLICTS OF INTEREST AND/OR TRANSACTIONS WITH AFFILIATED/RELATED PARTIES

Review Mechanism Policy for Transactions and Compliance with Related Regulations and Provisions

INALUM ensures that all transactions carried out have undergone adequate procedures and are in accordance with the arm's length principle, and normal commercial requirements. The Company has a policy related to material transactions that may contain conflicts of interest and/or transactions with affiliated/related parties, and the Company always pays attention to the precautionary principle in accordance with generally accepted business practices regarding material transactions containing conflicts of interest and/or transactions with affiliated/related parties, in accordance with the applicable regulations regarding Affiliated Party Transactions and Conflict of Interest Transactions, as well as PSAK No. 224 concerning Disclosures of Related Parties.

The review mechanism for material transactions containing conflicts of interest and/or transactions with affiliated/related parties is carried out through an audit process by the Company's Audit Committee, the results of which are then reported to the Board of Commissioners.

Company or Management Commitment to Material Transactions Containing Conflicts of Interest and/or Transactions with Affiliated/Related Parties

When carrying out material transactions that contain conflicts of interest and/or transactions with affiliated/related parties, the Company's Board of Directors ensures that all such transactions have undergone adequate procedures and comply with the arm's-length principle. The Company, through the Board of Commissioners and the Audit Committee, also carries out a review to ensure that material transactions containing a conflicts of interest and/or transactions with affiliated/related parties are in accordance with generally accepted business practices and have met the arm's-length principle, and are executed in compliance with applicable regulations.

The Company's material transactions with affiliated/related parties are transactions related to the Company's business activities to generate business revenue and are carried out routinely, repeatedly, and/or continuously.

In 2025, INALUM did not violate any laws and regulations related to material transactions involving conflicts of interest and/or transactions with affiliated/related parties.

Information on Transactions with Affiliated Parties

The Company's transactions with affiliated parties comply with applicable regulations. The Company's affiliated transaction activities in 2025 were as follows:

No.	Type of Affiliated Transaction	Transacting Parties	Nature of Affiliated Relationship	Transaction Value (USD Thousands)
1	Alumina Purchase/Sales Transactions	PT Borneo Alumina Indonesia	Subsidiary	95,725
2	Share Holder Loan	PT Borneo Alumina Indonesia	Subsidiary	69,043
3	Additional Capital Deposit	PT Borneo Alumina Indonesia	Subsidiary	36,835
4	Aluminium Purchase/Sales Transactions	PT Indonesia Aluminium Alloy	Subsidiary	13,291
5	Pot Reconstruction Services Transactions	PT Indonesia Aluminium Alloy	Subsidiary	1,009
6	Fresh Dross Purchase/Sales Transactions	PT Indonesia Aluminium Alloy	Subsidiary	499

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INFORMATION ON TRANSACTIONS WITH RELATED PARTIES

During 2025, the Company carried out transactions with related parties as defined in PSAK 224 "Related Party Disclosures." A related party is a person or entity related to the reporting entity:

1. A person or their immediate family member is considered related to the Company if that person:
   a. Has control or joint control over the Company;
   b. Has significant influence over the Company; or
   c. Is a key management member of the Company or its parent entity.
2. An entity is said to have a relationship with the Company if it meets one of the following conditions:
   a. the entity and the Company are members of the same business group, are an associated entity or joint venture of the Company (or the associated entity or joint venture is a member of a business group of which the Company is a member);

b. the entity and the Company are joint ventures of the same third party;
c. one entity that is a joint venture of the Company and the other entity is an associated entity of the Company;
d. is a post-employment benefit program for employee benefits from the Company or an entity related to the Company. If the Company is the organizer of the program, the sponsoring entity is also related to the Company;
e. is an entity controlled or jointly controlled by a person identified in (i) above;
f. is a person identified in (i) that has significant influence over the entity or key management personnel of the entity (or a parent of the entity);
g. the entity, or a member of a group of which the entity is a part, provides key management personnel services to the reporting entity or to a parent of the reporting entity.

PARTIES, NATURE OF RELATIONSHIP, AND TYPES OF TRANSACTIONS WITH RELATED PARTIES, AND DETAILS OF TRANSACTIONS WITH RELATED PARTIES IN 2024 AND 2025

Related Parties and Nature of Transactions

The following provides information on the names of related parties and types of transactions with related parties conducted by the Company in 2025:

Related Parties	Relationship	Nature of Transaction
Republic of Indonesia Government	Government-Related Entity	Bond Placement
MIND ID Trading Pte. Ltd.	Government-Related Entity	Pendapatan, pembelian barang dan jasa untuk kegiatan produksi, piutang lain-lain, dan utang usaha
PT Sinergi Mitra Lestari	Government-Related Entity	Pembelian barang dan jasa untuk kegiatan produksi, piutang lain-lain, dan utang usaha
PT Bank Mandiri Taspen	Government-Related Entity	Banks and time deposits
PT Bank Raya Indonesia Tbk	Government-Related Entity	Bank
PT Bank Tabungan Negara (Persero) Tbk	Government-Related Entity	Banks and time deposits
PT Bank Mandiri (Persero) Tbk	Government-Related Entity	Bank, time deposits, and other receivables
PT Bank Syariah Indonesia Tbk	Government-Related Entity	Bank, time deposits, and other receivables
PT Bank Negara Indonesia (Persero)	Government-Related Entity	Banks and time deposits
PT Asuransi Jasa Indonesia (Persero)	Government-Related Entity	Insurance premiums and claims
PT Pertamina (Persero)	Government-Related Entity	Purchase of goods and services for production activities
PT Wijaya Karya Industri & Konstruksi	Government-Related Entity	Revenue
PT Petrokimia Gresik	Government-Related Entity	Purchase of raw materials and accounts payable
PT Waskita Karya (Persero) Tbk	Government-Related Entity	Construction services
PT Pembangunan Perumahan (Persero) Tbk	Government-Related Entity	Construction services
Perum Jasa Tirta I	Government-Related Entity	Water resource management services
PT Sucofindo (Persero)	Government-Related Entity	Analysis and surveying services
PT Surveyor Indonesia	Government-Related Entity	Analysis and surveying services
DPLK Bank Rakyat Indonesia	Government-Related Entity	Pension program providers
DPLK Bank Negara Indonesia	Government-Related Entity	Pension program providers
PT Perusahaan Listrik Negara (Persero)	Government-Related Entity	Electricity sales and consumption
PT Telekomunikasi Indonesia (Persero)	Government-Related Entity	Telecommunication services
PT Bahana Sekuritas	Government-Related Entity	Consulting services
PT Danareksa (Persero)	Government-Related Entity	Consulting services
BRI Danareksa Sekuritas	Government-Related Entity	Consulting services
PT Pertagas Niaga	Government-Related Entity	Purchasing goods and services for production activities
PT Pertamina Gas	Government-Related Entity	Purchasing goods and services for production activities
PT Pertamina Patra Niaga	Government-Related Entity	Purchasing goods and services for production activities

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Related Parties	Relationship	Nature of Transaction
PT Sri Pamela Medika Nusantara	Government-Related Entity	Healthcare providers
PT Kimia Farma Tbk	Government-Related Entity	Healthcare providers
PT Indonesia Comnet Plus	Government-Related Entity	IT service providers
PT Pelabuhan Bukit Prima	Government-Related Entity	Transportation service providers
PT Indonesia Chemical Alumina	Government-Related Entity	Purchase of goods and services for production activities
PT Aneka Tambang Tbk	Government-Related Entity	Purchase of goods and services for production activities, trade payables

Realization of Related Party Transactions

The realization of related party balances and transactions on the Company's financial performance for 2024 and 2025 are as follows.

in Thousand USD

Description	2025	2024
Revenue	39,709	116,795
Purchase of Goods and Services	388,546	358,721
Payment of Healthcare Program Premium	6,327	6,635
Cash in Bank	98,370	88,927
Cash Equivalents	254,058	306,084
Trade Receivables	-	4,308
Other Current Receivables, net	884	985
Other Non-Current Receivables	4,682	4,845
Investment in Securities	5,085	17,001
Accounts Receivables	51,669	49,412
Accruals	48,554	43,253

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Explanation of Transaction Fairness

All transactions with related parties are carried out at the same price levels and conditions as those conducted with third parties and are disclosed in the Financial Statements. The Company includes an explanation of the fairness of all transactions with related/affiliated parties in the Financial Statements, in accordance with PSAK 224 on "Related Party Disclosures."

The Company's management has ensured that transactions with related parties have been carried out using adequate procedures, in accordance with the arm's length principle.

Reason for Transactions

The Company carries out transactions with related parties for the same reasons as transactions with third parties, namely to meet its operational and business development needs.

Involvement of Company Organs in the Related Party Transaction Review Process

The review mechanism for transactions with related parties is carried out through an audit process, conducted by both internal and external auditors. In this audit process, the Company involves the Board of Commissioners, the Board of Directors, the Audit Committee, and several relevant divisions.

Based on the results of the study conducted by the Audit Committee, the Board of Commissioners plays a role in providing directives and input to the Board of Directors to ensure transactions with related parties are conducted in accordance with the arm's-length principle.

The Board of Directors ensures that all transactions with related parties during 2025 passed through adequate procedures and were carried out in accordance with generally accepted business practices and in compliance with the arm's-length principle. More detailed information on related party transactions has been disclosed in the Company's Financial Statements in Note 26.

CHANGES IN COMPANY LAWS AND REGULATIONS IN THE LAST FISCAL YEAR

INALUM is committed to complying with all applicable laws and regulations. Therefore, the Company periodically monitors regulatory developments issued by regulators that could potentially impact the Company's business activities. In 2025, there were changes to the legislation regarding State-Owned Enterprises (BUMN), namely Law Number 1 of 2025 concerning the Third Amendment to Law Number 19 of 2003 concerning BUMN and Law Number 16 of 2025 concerning the Fourth Amendment to Law Number 19 of 2003 concerning BUMN.

CHANGES IN ACCOUNTING POLICIES IMPLEMENTED BY THE COMPANY IN THE LAST FISCAL YEAR

There were no changes to the accounting policies implemented by the Company in the last fiscal year.

COMPANY HEALTH LEVEL

The Company's health level assessment refers to the Group's audited Consolidated Financial Report as of December 31, 2025, in accordance with the Republic of Indonesia Minister of State-Owned Enterprises Regulation No. PER-2/MBU/03/2023 concerning Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises. The Company's health level assessment was carried out by PT Pemeringkat Efek Indonesia in its letter No. RTG-082/PEF-DIR/IV/2026 dated April 7, 2025, with the following results:

Standalone Rating	Final Rating	Health Level
idA+(sa)	idAA-/Stable	Healthy

BUSINESS PROSPECTS AND FUTURE STRATEGIES

The outlook for the global aluminium industry is expected to remain positive, as demand for aluminium increases for the energy transition, electric vehicles, and infrastructure development. Global primary aluminium production in 2026 is predicted to reach 75.7 million tons, a 2.6% increase compared to 2025 production of 73.8 million tons. On the other side, global aluminium consumption in 2026 is predicted to reach 75.3 million tons, a 2.2% increase from 73.7 million tons in 2025, resulting in a surplus of 341 thousand tons in the aluminium balance in 2026. This trend will continue until 2027. While, a deficit is projected to continue until 2034 in 2028.

Therefore, there is a market potential that must be met by global aluminium producers. With these business opportunities, the Company must be able to adapt and increase their production capacity to meet consumer needs. However, increasing aluminium production capacity requires significant investment, including technology and electrical energy support for production. The Company must also be able to obtain cheap and environmentally friendly electrical energy to achieve competitive production costs. On the other side, there are limitations in raw materials that must be met, both from imports and local sources.

Based on this, the Company's strategy will focus on the following:

1. Improving operational efficiency and expanding production
   The Company is committed to continuously improving operational efficiency through the application of the latest technology and digitalization of production processes, as well as optimizing energy use and increasing productivity. The company will also expand production capacity to meet growing market demand, while considering investments in eco-friendly and sustainable technology.
2. Building a reliable and competitive supply chain
   The availability of quality raw materials at competitive prices is an important factor in maintaining production continuity. The Company will ensure a reliable supply chain from upstream to downstream by constructing an Alumina Plant (SGAR), and by strengthening strategic partnerships with domestic and international raw material suppliers. Diversification of raw material sources and effective supply chain management will ensure supply reliability and reduce logistics costs.

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3. Focusing on domestic and global market penetration/dominance
   To strengthen its market position, the Company will increase its domestic market share by expanding its distribution network, and by offering high-quality products. Globally, the Company will expand its export reach by establishing strategic partnerships, strengthening branding, and meeting international quality standards in order to compete in the global market.
4. Committing to ESG & Sustainability
   The Company is committed to applying Environmental, Social, and Governance (ESG) principles in all aspects of its operations. Focusing on energy efficiency, carbon emission reduction, and the use of renewable energy will be part of this sustainability commitment. In addition, the Company will contribute to social development in the surrounding communities, and ensure transparent and high-quality corporate governance.
5. Optimizing its Portfolio through Strategic Partnerships and/or Divestments
   The Company will continue to evaluate its asset portfolio to strengthen its financial position and increase business value. These efforts will include increasing financial capacity, optimizing procurement processes, developing human capital competencies, strengthening innovations and technology centers, and divesting assets that do not support its core business. This approach is expected to support sustainable business growth and strengthen the Company's competitiveness in the global market.

Based on these strategic objectives, INALUM, as a Holding Member, will support MIND ID by developing its business both vertically and/or horizontally both organically and inorganically based on MIND ID's five strategic themes, including:

1. Improving of reserve and resource management.
2. Instigating a market leadership strategy, production aggressiveness, and operational performance.
3. Strengthening downstreaming and industrialization through the development of derivative industries.
4. Transforming Business Process.
5. Developing a Center of Excellence and portfolio optimization.

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Company's Long-Term Plan

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> The 2025–2029 Long-Term Plan (RJP) was developed as a roadmap for INALUM's transformation into a sustainability-driven, integrated global aluminium company.

As a member of the MIND ID holding company, for carrying out its commitment to increase the strategic role of mining for the progress and welfare of the Indonesian people, INALUM has prepared a 2025–2029 Long-Term Plan (RJP) with the vision to "Become a leading global Aluminium company based on environmentally friendly, integrated aluminium with sustainable profitability".

INALUM has instigated a strategy of increasing operational efficiency and expanding production, strengthening a reliable and competitive supply chain, focusing on domestic and global market penetration and dominance, committing to ESG and Sustainability, and optimizing its portfolio through strategic partnerships and/or divestments.

To realize this vision, INALUM has developed 21 strategic initiatives, aligned with MIND ID's vision and mission. INALUM's strategic initiatives focus on strengthening the entire national aluminium industry value chain, from upstream to downstream, in order to achieve aluminium self-sufficiency amidst global competition.

Mining for Indonesia and the World

Future Ready

1. Smelter I Capacity Expansion
2. Smelter II Aluminium Mempawah
3. SGAR Fase I & II
4. Transformasi menuju Integrated Aluminium Industry termasuk Investasi di Tambang Bauksit dan Divestasi di Non-Aluminium Business Downstreaming

Downstreaming

5. Downstreaming through Strategic Partnerships and Captive Development

Competitive

6. Revamping Existing Main Facilities
7. Improvement Rantai Logistik
8. Operation Excellence
9. Kawasan Industri dan/atau Kawasan Ekonomi Khusus di Area Operasional Grup Usaha INALUM
10. Peningkatan Kemampuan R&D dan Competitiveness

Innovative

11. Integrasi Fungsi Marketing, Keuangan, R&D, dan Eksplorasi
12. Optimalisasi Aset Non-Operating
13. Penetrasi Pasar Global untuk Midstream Aluminium
14. Longterm Offtake Agreement dengan Pelanggan

Transformation Catalyst

15. Advocacy for import Substitution
16. Organizational Readiness for Quantum Leap
17. Talent Development menuju 1mtpa Aluminium Industry
18. Sustainability Transformation
19. Strategic Partnership for Aluminium Value Chain Including inorganic Expansion/Growth
20. Corporate Restructuring and Optimizing Shares in Subsidiaries
21. Secure Funding for Future Growth (Banking, Capital Market, Strategic Partner)

By following MIND ID's three mandates: Operational Excellence, Integrated Transformation, and Sustainable Innovation, the following strategic themes and strategic initiatives align with them:

1. We Explore for the Future
   Developing a commodity portfolio that meets future needs and is supported by reserve resilience. Champion programs under this pillar includes: SGAR Phases I & II, Smelter I Capacity Expansion, Aluminium Smelter II in Mempawah, and the transformation towards an integrated aluminium industry, including investment in bauxite mining and divestment in non-aluminium businesses.

2. We Compete
   Carrying out superior and safe operations supported by digital technology and AI. The Champion programs under this pillar includes: Downstreaming through Strategic Partnerships and Captive Development.

3. We Innovate
   Leading the market through innovative technology, business models, and commercialization. Champion programs under this pillar includes: Revamping Existing Main Facilities, Logistics Chain Improvements, Operational Excellence, Industrial Estates and/or Special Economic Zones within the INALUM Group's Operational Areas, and Enhanced R&D and Competitiveness.

4. We go Downstream
   Developing value-added downstreaming along the strategic value chain for Indonesia. Champion programs under this pillar includes: Integration of Marketing, Finance, R&D, and Exploration Functions, Optimization of Non-Operating Assets, Global Market Penetration for Midstream Aluminium, and Long-Term Offtake Agreements with Customers.

5. We build a home for the best talent in mining & processing, ensure financial sustainability, care for the environment and mitigate risks.
   Champion programs under this pillar includes: Advocacy for import substitution, Organizational Readiness for Quantum Leap, Talent Development towards 1mtpa Aluminium Industry, Sustainability Transformation, Strategic Partnership for Aluminium Value Chain Including inorganic Expansion/Growth, Corporate Restructuring and Optimizing Shares in Subsidiaries and Secure Funding for Future Growth (Banking, Capital Market, Strategic Partner).

> These strategic initiatives were aimed at strengthening INALUM's position as a key driver in a competitive, integrated, and sustainable national aluminium ecosystem.

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05

BUSINESS SUPPORT FUNCTIONS

A critical foundation that ensures operational continuity, strengthening governance, developing organizational capabilities, and accelerating the Company's sustainable business transformation.

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Human Capital

> HC development is also aimed at supporting organizational readiness for industrial transformation based on digitalization, sustainability, and the downstreaming of the national aluminium industry.

Human Capital (HC) are INALUM's strategic asset for realizing its vision of becoming a sustainable and globally competitive World-Class Mining Company. Amidst the transformation of the global mining industry driven by digitalization, mineral downstreaming, and increased Environmental, Social, and Governance (ESG) standards, INALUM consistently strengthens its HC capabilities through competency development based on business needs, strengthening a culture of innovation, and building a sustainable leadership pipeline. These efforts are aimed at ensuring the organization's readiness to optimally support smelter operations, increase production, and expand its downstream business with global competitiveness.

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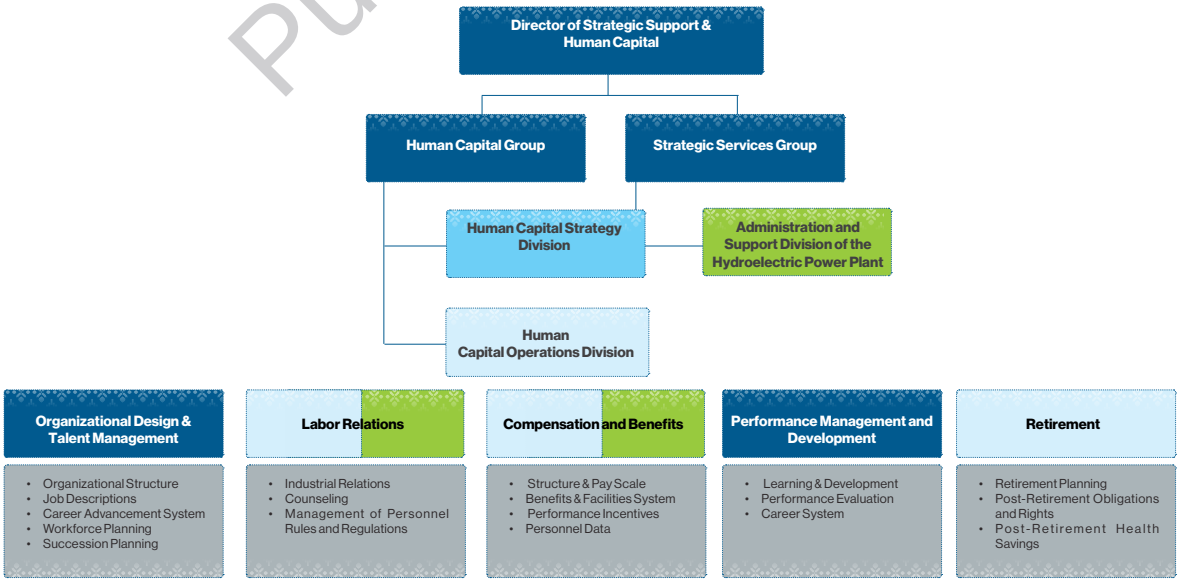
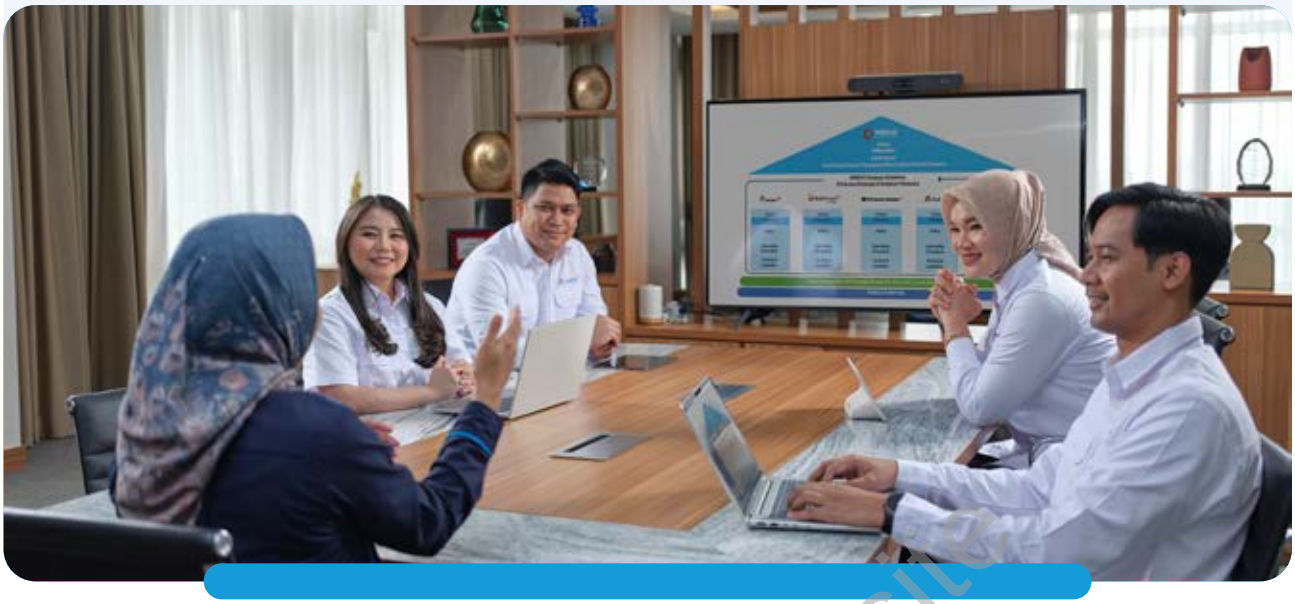
HUMAN CAPITAL GROUP

INALUM's Human Capital (HC) management is coordinated by the Human Capital Group, which reports to the Director of Strategic Support & Human Capital, to ensure HC management aligns with the Company's strategy and business needs. This structure consists of the Human Capital Strategy Division and the Human Capital Operations Division, supported by the Hydroelectric Power Plant Administration and Support Division for on-site operations.

The Human Capital Strategy Division's role is to formulate HC policies and strategies, including organizational design, talent management, succession planning, and performance management to ensure long-term capability and leadership readiness. While, the Human Capital Operations Division implements these policies through effective, transparent, and accountable management of personnel administration, remuneration and benefits, industrial relations, and HC reporting in line with the Good Corporate Governance (GCG) principles.





Human Capital Strategic Program for 2025

In line with the Company's 2025 strategic plan, Human Capital has designed several programs to address all challenges and stages of the Company's business development. INALUM's HC is expected to continuously improve its mastery of the necessary technology, skill sets, and mindsets to strengthen and improve the Company's performance. Human Capital has prepared the following strategic HC management programs:

1. **MIND ID Group Alignment Grading**
   As part of strengthening the MIND ID Group HC governance and strategic policies, in 2025 Human Capital implemented a Dual Career Path-based grading system. This initiative is in line with the Group's policy directive to create alignment in job structures and talent management across all entities. The system provides equal career development paths between structural and functional/specialist paths, allowing employees to develop based on their competencies and aspirations without having to move between structural positions. This implementation improves career path clarity, strengthens talent retention, and ensures the availability of technical and leadership capabilities that support the Company's long-term business strategy. Implementation of the Dual Career Path also supports the organizational transformation to become more agile, competitive, and competency-based.

2. **Compilation of the MIND ID Group Competency Dictionary**
   INALUM played an active role in the development of the MIND ID Group Competency Dictionary as part of strengthening the integrated talent management system at the Group level. This initiative aims to align competency standards across entities and serves as a strategic reference for INALUM's recruitment, employee development, performance management, and succession planning. Through the competency dictionary implementation, INALUM ensures more structured, measurable HC management, in line with the business needs and strategic direction of the MIND ID Group.

3. **Employee Assistance Program (EAP)**
   As part of its commitment to employee well-being, the Company has implemented an Employee Assistance Program (EAP) to support employee mental and emotional health, in line with the aspirations of Shareholders and the State-Owned Enterprise Regulatory Agency (BP BUMN). This program aims to maintain a work-life balance, help reduce stress levels, and create a safe and inclusive working environment. The EAP is voluntary and can be accessed independently by employees, with full assurance of the confidentiality of data and information provided during counseling sessions.

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4. Strengthening the Strategic Project Team Capacity and Capabilities

Capacity and Capabilities

To improve the quality of governance and effectiveness of strategic project implementation, INALUM continues to strengthen its project management competencies through internationally recognized professional certification. In 2025, INALUM had 15 Project Management Professional (PMP) certified employees, who were expected to improve the quality of project planning, control, and execution in a more structured, timely, and cost-effective manner, supporting the Company's strategic agenda.

This certification is expected to strengthen the successful implementation of strategic projects and more effective management of the Company's investments.

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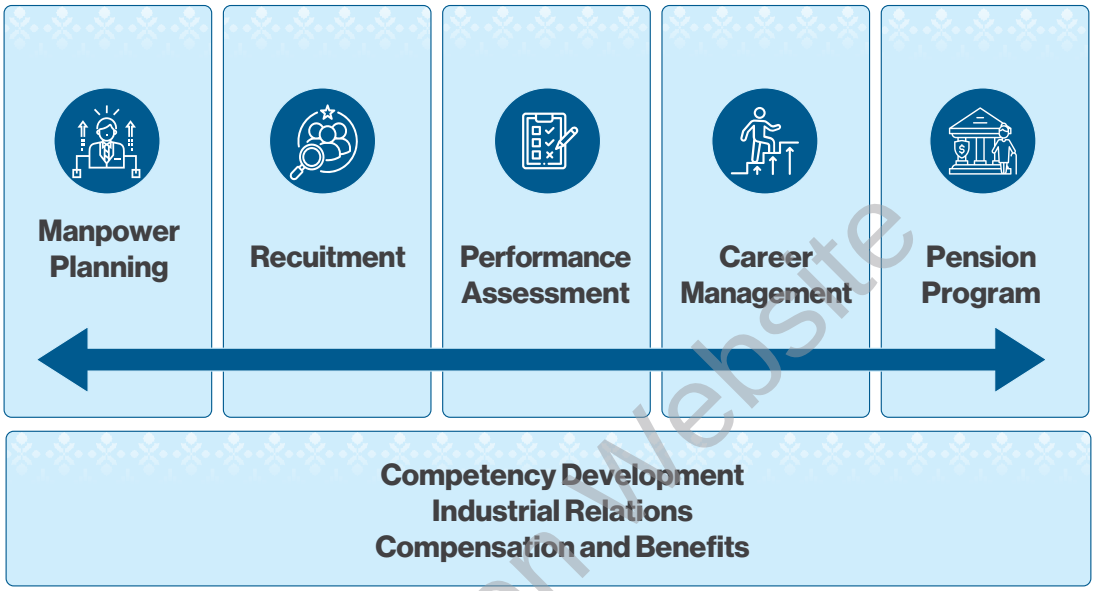
5. Renewal of the Collective Labor Agreement (CLA) for 2025 - 2027

In 2025, INALUM and the Labor Union completed the renewal of the Collective Labor Agreement (CLA) for the 2025–2027 period following constructive negotiations that prioritized a spirit of partnership. This CLA update strengthened the stability of industrial relations and supported the Company's operational sustainability and reflected a shared commitment to maintaining harmonious, balanced, and sustainable industrial relations between the Company and its employees. The CLA, which has been registered with the Ministry of Manpower, serves as a guideline for applying fair and transparent employment relationships and supporting the creation of a conducive working environment for the Company's sustainable performance.

Human Capital Management

INALUM has a comprehensive and sustainable HC management policy. This policy implementation is supported by other HC management tools, such as competency-based training, knowledge management systems, and a Human Resources Information System (HRIS). These tools enable a more objective employee competency assessment process.



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Human Capital (HC) management at INALUM is carried out in a planned, comprehensive, and sustainable manner to ensure all employees contribute optimally to achieving the Company's vision and mission. This process begins with workforce planning and continues with recruitment, career development, performance management, and mentoring prior to retirement.

EMPLOYEE PLANNING

Employee planning follows a manpower planning process that refers to the 2025 Work Plan and Budget (RKAP) and applies a strategic workforce planning (SWP) approach. This process involves all work units to ensure workforce needs align with the Company's business strategy, operational priorities, and productivity targets.

The standards and parameters for employee needs have been established through a Board of Directors' Decree as a guideline for maintaining the effectiveness of the organizational structure and performance control. The results of this planning are followed up through a selective and measured process of fulfilling employee needs to support the Company's sustainability and competitiveness.

In addition, the Company is strengthening its employee planning by developing a succession program and preparing talent to fill key positions. This will be carried out by identifying strategic positions, mapping internal talent, and developing a structured and sustainable succession plan. The Company is also integrating the mapping results with competency and leadership development programs to ensure the availability of both ready now candidates and potential ready with development candidates. In the talent mapping process, the Company also involves professional external institutions or parties. This approach supports organizational sustainability while mitigating the risk of vacancies in critical positions.

This strategic workforce planning approach is carried out to ensure the sustainability of the organization's competencies and readiness to support long-term business growth.

RECRUITMENT AND CAREER DEVELOPMENT

Recruitment at INALUM is conducted openly, transparently, and fairly, upholding the AKHLAK values, which are the core work culture of BUMNs and the MIND ID Group. In 2025, the Company recruited fresh graduates and professionals to strengthen its operations, finance, human capital, and strategic project functions. INALUM also participated in the BUMN Joint Recruitment (RBB) as a contribution to improving the quality of national human capital.

Career development is managed through a structured rank and position system, supported by an Individual Development Plan (IDP), regular performance evaluations, and ongoing training programs. Transfers, rotations, and promotions are systematic to enhance organizational capacity, while talent management is implemented to prepare future leaders.

PERFORMANCE MANAGEMENT

The performance management system is aimed at ensuring alignment between individual targets, functions, and the Company's strategic objectives. Performance management is a crucial element in the HC management cycle. INALUM uses a Key Performance Indicators (KPI)-based assessment system with a Balanced Scorecard approach, in accordance with the MIND ID Group's Individual Performance Management System (ISMS) policy. This process is conducted objectively and measurably, and coordinated by the Human Capital Strategy Division and leaders at different levels of the organization. Performance evaluation results not only form the basis for determining remuneration, promotions, and rotations, but also serve as a communication tool for aligning individual goals with the Company's strategic objectives.

COMPETENCY DEVELOPMENT PROGRAM

INALUM has an employee education and development program to prepare its human capital so they can improve operational productivity and organizational maturity. This program aims to support the Company's effectiveness and efficiency in achieving its established vision and mission. It focuses not only on improving employee skills and competencies but also includes strengthening management systems, policies, strategies, and compliance with applicable regulations.

When designing an effective HC development program tailored to organizational needs, the Company uses various aspects as the basis for analysis. This approach aims to ensure that every program designed improves employee competency, performance, and competitiveness in facing business challenges.

As part of this strategy, eight key aspects serve as references in the analysis process, and are referred to as Upskills. The Upskills approach ensures competency development is more adaptive to the business needs and the industry transformation. These aspects are designed to comprehensively identify employee development needs, ensuring that the programs deliver optimal impact for both individuals and the Company.

These 8 (eight) upskills aspects consist of:
1. Universal Learning Theme MIND ID Group;
2. Project Needs;
3. Shareholders Inspirations;
4. Key Performance Indicator;
5. Individual Development Plan;
6. Leadership Competency Focus (INALUM);
7. Leadership Competency Focus (MIND ID);
8. Sustained Areas of Development.

The Company sees HC competency development as a long-term investment that will have a tangible impact on improving the Company's future performance.

TYPES OF COMPETENCY DEVELOPMENT PROGRAMS

In 2025, the Company's employee competency development program included:
1. Technical Competency;
2. Soft Competency;
3. Certification.

IMPLEMENTATION OF THE 2025 COMPETENCY DEVELOPMENT PROGRAM

Throughout 2025, the Company organized competency development programs tailored to the Company's needs in order to continuously improve employee competencies.

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The HC development programs were as follows:

No.	Training Name	Training Time	Number of Participants	Organizer
1	Leading Innovation Culture	July 2025	87	Intihub Innovasi Indonesia
2	First Time Manager Program	July – September 2025	19	Rumah Mentor Indonesia
3	Basic Supervisory	May 2025	64	PQM Consultant
4	Finance for Non Finance	May 5-6, 2025	29	FEB Universitas Indonesia
5	Export, Import and Customs	February 2025	47	CBM Institute
6	Process Improvement Using PDCA & 7 QC Tools	April 22-29, 2025	77	PQM Consultant
7	Advanced Kaizen	May 26-27, 2025	25	PQM Consultant
8	Lean Six Sigma: Green Belt	June – September 2025	25	PQM Consultant
9	Safety Awareness and Integration of Pointing and Calling into Workplaces (Shisa Kanko)	March 2025	116	Phitagoras
10	Personal Data Protection	January 2025	115	Multimatics
11	Governance and Ethics: Integrity and Strengthening the Business Judgment Rule (BJR) in Decision-Making	December 2025	108	Professional
12	Excellent Work Culture OHS and 5R	August 13, 2025	87	Toyota Auto 2000
13	Internal Control Over Financial Reporting (ICOFR) Awareness	February 26, 2025	46	CRMS Indonesia
14	ANSYS Technology	December 2025	43	CADFEM Indonesia
15	Awareness dan Workshop Implementasi CBAM (Caron Border Adjustment Mechanism)	April 14-17, 2025	30	Verval Nusantara Hijau
16	Smelting Technology with a Team of ITB Lecturers	June 2-4, 2025	27	Insitute Teknologi Bandung
17	Microsoft Excel Basic & Advanced	September 2025	30	Sumatera Computer Centre
18	Refractory API 936	2-4 Juni 2025	25	Balai Besar Keramik
19	Basic Statistics for Data Science	June 2025	50	Binus Center
20	Environmental Impact Analysis (AMDAL) and ESG	August 11-13, 2025	23	Benefita Indonesia
21	Safety as a Work Culture	February 3-4, 2025	20	Phitagoras
22	Life Cycle Cost Analysis	July 14-15, 2025	20	SGS Indonesia
23	Amazing Slide Infographic	October 2025	40	Kreasi Presentasi
24	Oil Spill Table Top Exercise	July 23-24, 2025	19	OSCT Indonesia
25	INALUM Culture and Learning Festival 2025	December 1-5, 2025	2971	INALUM
26	INALUM Leadership Learning Series 2025	January - December 2025	752	INALUM
27	INALUM Virtual Learning Series 2025	January - December 2025	3143	INALUM
28	Sertifikasi Operasi	January - December 2025	249	Kemenaker, BNSP
29	Sertifikasi Non-Operasi	January - December 2025	257	Nasional, Internasional

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This training program reflects the Company's focus on strengthening technical competencies, leadership, digitalization, sustainability, and governance.

Competency Development Costs

INALUM is committed to continuously improving the capacity and quality of its employees. This commitment is demonstrated by allocating a investment budget for ongoing employee competency development programs.

By the end of 2025, all Company employees received an average of 73 hours of training, with each employee's development investment reaching Rp17.6 million, a 67% increase, or Rp 5.7 million, compared to Rp11.9 million per employee the previous year.

Employee Competency Development Costs

	2025 (Rp)	2024 (Rp)	Comparison between 2024 and 2025	
			Difference	Percentage
Competency Development Costs	**30,376,003,449**	21,253,946,213	9,122,057,236	43%

INDUSTRIAL RELATIONS

Harmonious industrial relations are a crucial factor for maintaining the Company's operational continuity and productivity.

INALUM is committed to building healthy and harmonious industrial relations between the Company and its employees, based on the principles of mutual respect and a balance of rights and obligations. Intensive communication and active involvement are the foundation for achieving these shared goals.

Employees are viewed as strategic partners in creating constructive working relationships through regular dialogue. To channel their aspirations, employees have three labor unions: the SP LEM SPSI Smelting Office, the SP LEM SPSI Office Paritohan Office, and the SP KEP SPSI.

INALUM also regularly holds bipartite meetings between management and the labor unions. The Company has a Collective Labor Agreement (CLA) as a guideline for labor relations and a mechanism for fair and effective dispute resolution.

In 2025, the Company completed negotiations on the CLA with the Labor Union, and the CLA for the 2025-2027 period was registered with the Indonesian Ministry of Manpower. This CLA is valid for two years, from January 14, 2025, to January 13, 2027.

LONG SERVICE AWARD

The Company highly values its employees who have truly dedicated themselves and contributed to the Company's development and progress. As a token of its appreciation, the Company presents awards and recognition to employees who have shown dedication and have contributed to INALUM, based on their length of service.

The Company's ongoing employee recognition and recognition program has proven effective in motivating employees to deliver their best performance for INALUM, while also serving as a stimulus for future improvements.

The Company's service awards and recognition program for employees in 2025 was outlined in Board of Directors Regulation No. PER-010/DIR/2025 concerning Employee Facilities and Benefits, with details shown below.

Employee Service Awards and Rewards Program in 2025

No.	Type of Service Medal and Award	Working Time	Description
1	INALUM Embossed Antam Gold Bar weighing 5 grams	15 Years of Service	103 Employees
2	INALUM Embossed Antam Gold Bar weighing 10 grams	25 Years of Service	108 Employees
3	INALUM Embossed Antam Gold Bar weighing 15 grams	Retired Employees	17 Employees

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PENSION PROGRAM

Pension and post-employment programs form part of the Company's commitment to maintaining sustainable employee welfare. To prove its concern for employee welfare, INALUM pays attention during to their service until retirement. To prepare employees for retirement, the Company runs a Pre-Retirement training program with activities aimed at supporting their independence and sustainability in post-retirement life.

The Pre-Retirement training program is a comprehensive program covering financial planning, health, entrepreneurship, and spirituality, and its implementation includes the participation of each employee's spouse. From 2024 to 2025, 17 employees participated in the Pre-Retirement training program.

The Company also has a pension program called Post-Retirement Health Savings (TAKESPEN). This program aims to raise funds for the healthcare costs of employees and their spouses during retirement. The total number of active employees is 1,746, and 359 employees who retired between 2019 and 2025.

COMPENSATION AND BENEFITS

INALUM demonstrates its strong commitment to continuously improving employee welfare through a holistic approach that positions human capital as the Company's primary asset. With a vision of building a conducive working environment, INALUM consistently evaluates and refines its welfare programs to support employee productivity and satisfaction. This strategy not only meets national labor regulations but also exceeds expectations to foster long-term loyalty.

INALUM's compensation system is designed to be competitive and performance-based to ensure talent attraction and retention. The remuneration structure includes a base salary that takes into account competency, experience, and annual performance evaluation results, supported by other components such as production service incentives, overtime compensation, and performance incentives. This mechanism is implemented transparently and measurably, creating a balance between individual contributions and rewards, while also encouraging employee motivation and productivity.

A number of non-financial benefits complement the comprehensive welfare compensation package, including comprehensive health insurance for employees and their families, housing (for employees assigned to remote areas), transportation, and a robust pension program. INALUM also provides ongoing training and career development programs to support professional growth. This commitment is reinforced through bipartite dialogue with labor unions, ensuring employee aspirations are accommodated in the Collective Labor Agreement (CLA).

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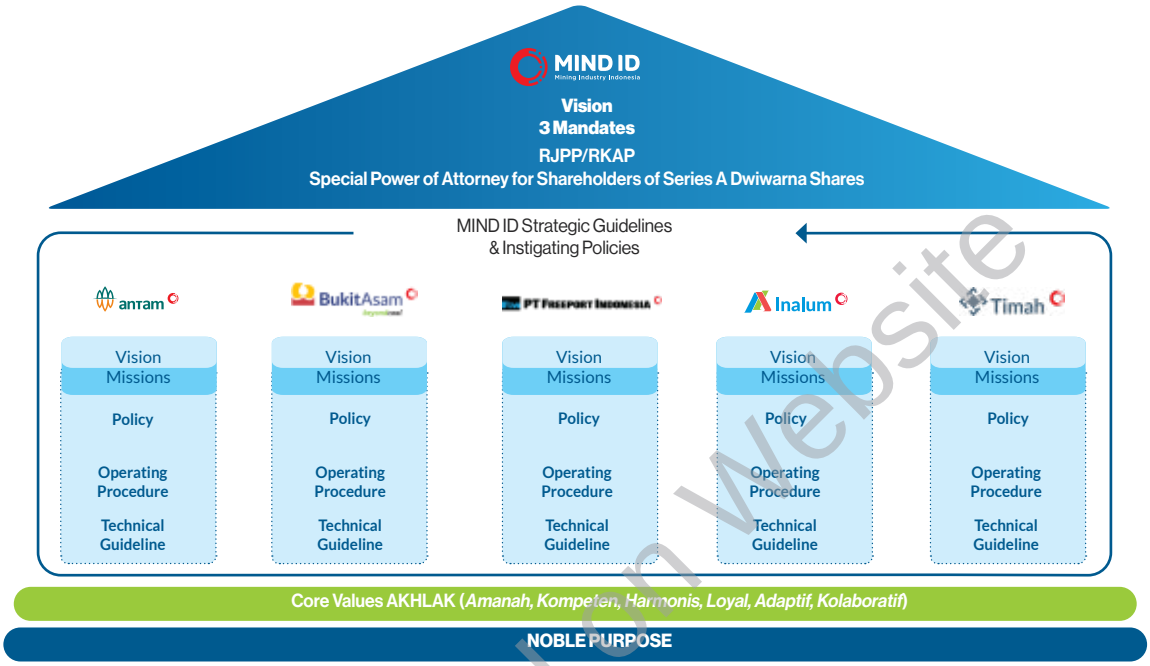
Facilities and Benefits	Permanent	Non-Permanent
Housing and supporting facilities	√ (For Employees who work in remote areas)	According to Provisions (For Employees who work in Remote Areas)
Financial Institution Pension Fund (DPLK)	√	X
BPJS Employment, including Life Insurance	√	√
BPJS Health	√	√
Medical and Health Care Facilities for Employees and Families	√	√
Transportation Facilities	√	√
Laptop or Computer Facilities	√	√ (According to provisions)
Home Return Trip (HRT)	√ (According to provisions)	X

The provision of certain facilities was carried out in accordance with Company policies and regulations

Building Corporate Culture and Values

INALUM endeavors to internalize Corporate Values in line with the Ministry of State-Owned Enterprises directives, which established AKHLAK as the key values, and also as the basis for character building within the BUMN environment.



AKHLAK is an abbreviation of Amanah, Kompeten, Harmonis, Loyal, Adaptif, and Kolaboratif, which are the standards of behavior and guidelines in a work culture that embodies the spirit of "BUMN for Indonesia".

By integrating AKHLAK into the Company's Values, it is hoped that all Company lines will be more optimal and have a clear direction for future development. To internalize the AKHLAK culture, INALUM has mapped out three types of cultural programs:

1. Joint Program;
2. Thematic Program; dan
3. Specific Program.

Internalizing the AKHLAK culture also supports the strengthening of a work culture based on governance, sustainability, and integrity. To ensure the program reaches the lowest level, the Company has established a cultural management structure where the Board of Directors act as Culture Leader, BOD-1 level officials as Culture Champion and Culture Agent in all functions in the company to carry out internalization of the pre-determined programs.

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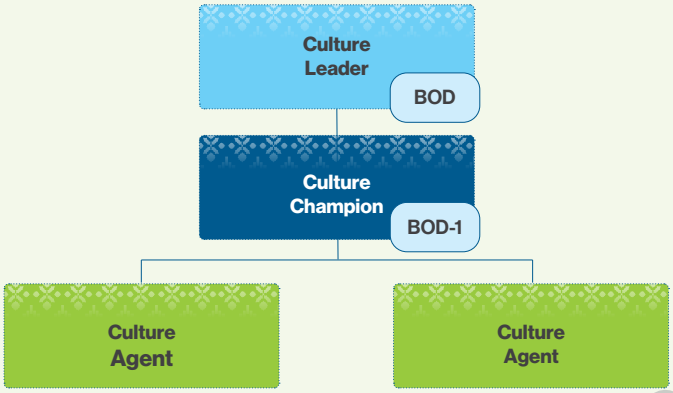
Cultural Management Structure



In 2025, the AKHLAK culture internalization was carried out through the following program initiatives:

1. INALUM Culture & Learning Fest 2025

To strengthen HC work culture and increase competitiveness, the Company held an INALUM Culture and Learning Fest (ICLF) 2025 from December 1–5, 2025, with the theme "Forging a Culture of Growth, Ownership, and Sustainability to Leap Forward." This event featured dozens of national speakers and served as an integrated learning platform to encourage the internalization of corporate culture, strengthen the ownership mindset, and enhance employee capabilities to support productivity and organizational readiness to face industry dynamics, and was aimed at building a culture of continuous learning and organizational readiness for business transformation.

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2. INALUM Learning Series

To show its commitment to developing a culture of continuous learning, the Company regularly holds the INALUM Learning Series every month virtually. This program presents diverse topics relevant to business needs, covering technical aspects, leadership, and soft skills strengthening, and is supported by external speakers who are experts in their fields. Through this initiative, the Company encourages consistent employee capability development to remain adaptive and in tune with industry dynamics.

3. INALUM Sport Festival

The INALUM Sport Festival (ISF) 2025 was held as part of the Company's efforts to strengthen togetherness, solidarity, and collaboration among employees. This activity serves not only as a sporting event but also as a means of building synergy and team spirit, which are expected to be applied in daily operational activities as part of a culture of continuous improvement. Through ISF 2025, employees gained collaborative experiences that strengthened cooperation, fostered tolerance and empathy, and encouraged a commitment to delivering the best possible contribution to the Company's performance and sustainability.

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4. Employee Involvement in the SER Program

The Social and Environmental Responsibility (SER) Program is actively and routinely supported by employees to demonstrate their concern for the communities and the environment. Employee involvement in the SER program strengthens the Company's internal participation-based ESG implementation. Their participation was particularly evident in the response to floods and landslides in North Sumatra, West Sumatra, and Aceh, through fundraising and distribution of aid to affected communities. This involvement reflects the employees' commitment and solidarity in supporting social sustainability in the Company's operational areas.

5. INALUM Volunteers (I-WAN)

INALUM Volunteers (I-WAN) is an official organization under the endorsement and guidance of the Company, providing a platform for employees to contribute to the communities as volunteers. I-WAN many programs focus on three main pillars: education, environment, and social activities, and range from learning support and educational assistance, environmental conservation and cleanliness initiatives, to social and humanitarian activities. Through these initiatives, the Company strengthens a culture of caring, collaboration, and mutual cooperation while making tangible contributions to the communities surrounding the Company's operational areas.

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6. Employee Engagement Survey

As part of its commitment to developing an inclusive work culture oriented towards continuous improvement, INALUM actively participates in and fully supports the Employee Engagement Survey (EES), which is conducted simultaneously across the MIND ID Group. This online survey serves as a strategic tool for capturing employee aspirations and perceptions that will form the basis for developing improvement programs aligned with the Group's performance targets. The survey results also serve as the basis for evaluating and developing engagement improvement programs, and the Company's work culture.

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Future HC Development Plan

As we enter 2026, INALUM will continue to strengthen its human capital (HC) management as a key factor for supporting business sustainability and improving the Company's competitiveness. Amid the increasingly competitive dynamics of the global aluminium industry and the accelerated organizational transformation within the MIND ID Group, INALUM is committed to ensuring the readiness of adaptive, competent, and performance-oriented HC capabilities.

These efforts are realized through strategic initiatives focused on strengthening the organizational structure, aligning competency standards, and developing competency-based talent integrated with the Company's business needs. Through these steps, INALUM strives to build an organization that is increasingly agile and productive, capable of supporting the strategic projects and the Company's sustainable growth agenda.

STRATEGIC HUMAN CAPITAL PRIORITIES IN 2026

To ensure the organization's readiness to face future business challenges, INALUM has established several strategic priorities for HC management in 2026, including:

1. Organizational Structure Evaluation
   The Company will conduct periodic organizational structure evaluations to ensure alignment between organizational design, operational needs, and the implementation of the Company's strategic projects. This step is expected to improve coordination effectiveness, accelerate decision-making, and support operational excellence.
2. Update of the Company's Technical Competency Dictionary
   In line with the publication of the MIND ID Group Competency Dictionary, the Company will align its internal technical competency dictionary, which will serve as a reference for recruitment, individual development, performance management, and job requirements fulfillment. Implementation in 2026 will include aligning the Group's technical competency derivatives, mapping job competency profiles, updating competency measurement tools, and developing a learning curriculum aligned with these competency standards.
3. Competency-Based Career Map Management
   To maintain leadership continuity and the availability of internal talent, the Company manages a competency-based career map integrated with succession planning for strategic positions. This process is carried out through periodic mapping of talent capabilities and potential in accordance with Shareholder guidelines. The Company also collaborates with an independent assessment institution to organize an assessment center for employees at the BOD-1 to BOD-3 levels, which is held every two years as part of the talent development and future leadership process.
4. Strengthening the Respectful Workplace Policy and Employee Well-being
   In 2026, INALUM will strengthen the Respectful Workplace Policy and employee well-being program as part of its commitment to creating a safe, inclusive, and respectful work environment. This initiative will be carried out by strengthening reporting channels with mentoring mechanisms, developing an Employee Assistance Program (EAP) that will provide access to consultations with professional psychologists, and instigating volunteer programs for INALUM employees. INALUM will also increase the provision of facilities and activities to support a healthy lifestyle and financial well-being and mental health literacy to support productivity and a sustainable organizational performance.

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> These strategic priorities will strengthen the organization's readiness to support the Company's sustainable growth and transformation agenda.

Information Technology and Digitalization

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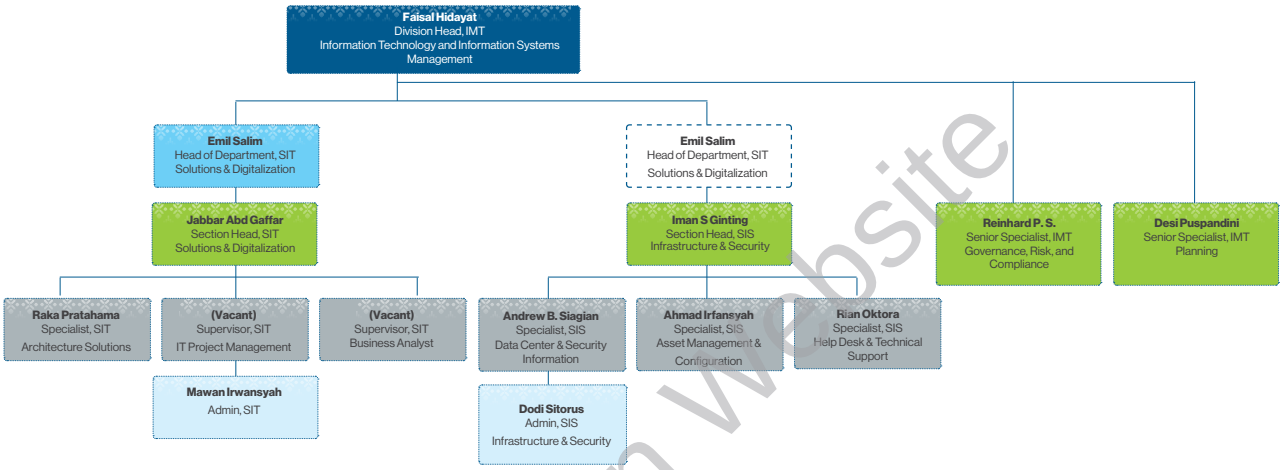
INALUM places the development of information technology and digitalization as key pillars in supporting the Company's transformation into a more efficient, adaptive, and highly competitive organization. Digitalization is also a key enabler of operational excellence and data-driven decision-making. In line with the global industry dynamics and the demands for business process optimization, INALUM continued to strengthen its digital infrastructure by implementing an integrated system encompassing operational, financial, and corporate governance aspects. This effort formed part of the Company's long-term strategy to increase productivity, transparency, and the accuracy of data-driven decision-making.

Digitalization initiatives implemented throughout 2025 were also aimed at strengthening the competitiveness of the national smelter industry by adopting the latest technologies such as the Internet of Things (IoT), data analytics, and production process automation. Also, developing HC information technology capacity is a priority to ensure a sustainable digital transformation and deliver tangible impacts to operational performance and services. With this strategic move, INALUM demonstrates its commitment to becoming a pioneer in modernizing the aluminium industry through the use of innovative and future-oriented digital technology.

INFORMATION TECHNOLOGY AND INFORMATION SYSTEMS MANAGEMENT DEPARTMENT

The Information Technology and Information Systems Management Department as part of the Human Capital Group, is responsible for managing and developing IT and digitalization at INALUM under the supervision of the Director of Strategic Support & Human Capital.

Information Technology Management Organizational Structure in 2025



IT Organization Duties and Responsibilities

The IT Department primary duties and responsibilities include:

1. Managing the IT infrastructure, including software, hardware, IT networks, and standardization of IT governance to support the good corporate governance implementation.
2. Managing the Company's information management system.
3. Managing the information technology governance, including management principles, data and information principles, technology principles, and information technology security principles.
4. Managing the IT/digitalization-based systems and applications development, except for computer systems related to production control.
5. Managing functions related to providing services and technical support related to information technology and information management systems.
6. Carrying out reporting and accountability functions for all work to the Head of the Human Capital Group and the Director of Strategic Support & Human Capital.

Number of IT Organization Employees

By the end of 2025, there were 13 employees in the IT organization committed to providing maximum benefits in supporting the achievement of the Company's strategic direction and objectives.

INFORMATION TECHNOLOGY MANAGEMENT AND DEVELOPMENT POLICY

Information technology and digitalization have become an integral part of INALUM's business development strategy, as the Company recognizes that IT and digitalization have become very important aspects in supporting the Company's development and progress. Also, IT development facilitates and increases the effectiveness of communication processes, decision-making, and the implementation of the Company's operational activities, especially in the current era of Industrial era 4.0 that demands fast and accurate decision-making.

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Due to the crucial role of IT and digitalization in supporting the Company's business development, INALUM applies high standards in its IT and digitalization implementation. In 2023, INALUM applied the ISO 27001:2022 Information Security Management System certification, focusing on Data Center infrastructure and user devices. ISO 27001 is an international standard for information security management. Through ISO 27001:2022 certification, INALUM has established a robust framework for managing and protecting sensitive and critical information, including identifying information security risks, implementing appropriate security controls, and continuously monitoring and reviewing processes to ensure compliance and continuous improvement.

In addition, to improve IT service performance, in 2025, INALUM applied ISO 20000-1:2018 Information Technology Service Management certification, focusing on Data Center services, Network and Internet services, and End-User Device services. ISO 20000-1 is the international standard for IT service management. The implementation of this international certification strengthens the Company's information security governance and the quality of its IT services. By implementing and obtaining ISO 20000-1:2018 certification, INALUM is committed to providing the highest quality services to all IT internal and external service users.

IT and Digitalization Development in 2025

The Company has positioned Information Technology and digitalization as key enablers in realizing its business strategy. Therefore, by 2025, INALUM realized the following developments in IT and digitalization:

1. Implementing Full-scale of 1ERP as a single source of truth for all MIND ID Group members.
2. Implementing the Descriptive Dashboard, Tax Highlight Dashboard, and PMN Dashboard as real-time data sources for all business processes and external data affecting the Company's performance, which can be used by Company management when making targeted decisions.
3. Developing and rejuvenating the employee health management system, such as the addition of COG and SOR modules to the HSE system and the renewal of the Medical Check-up System, together with the addition of a MCU report module per employee.
4. Developing the MIA & MIG Company Mess Loan Application System to simplify the mess loan process.
5. Improving the data and information security of application systems through a pilot implementation of SSO (Single Sign On) in the Medical Check-up System.
6. Digitalizing business processes across the Company's business lines through the development of application systems, such as the Water and Power System Application, the Stationary System Application, and developing existing application systems such as the IPRO Application System and the Management of Change (MoC) Application.

IT Infrastructure Development

The Company places significant emphasis on developing its IT infrastructure, especially in the current digital era, where technological developments are accelerating. To support its strategy and the Company's medium- and long-term plans, the quality and capacity of its IT infrastructure are crucial. INALUM has several infrastructure elements that support data and applications. INALUM's current infrastructure technology is as follows:

1. Internet network infrastructure supported by four Internet Service Providers (ISPs) at the Head Office and other sites, together with a high-speed intranet that supports high availability to ensure 24/7 network availability.
2. Data center and supporting data center infrastructure (UPS, PAC, Fire Suppression System, Access Control System) with an Environmental Management System (EMS) monitoring system that serves as the data center for the Company's application systems and business processes.
3. DRC on Cloud uses Amazon Web Services (AWS) to host critical Company data backups, supported by a site-to-site VPN network for communication and data replication to the DC at the Head Office.
4. Information and Data Security Devices, including a Firewall with Unified Threat Protection (IPS, Advanced Malware Protection, Application Control, URL, DNS & Video Filtering, Antispam Service), Web Application Firewall, Network Access Control, Privileged Access Management, and Endpoint Detection and Response, are implemented to minimize the frequency and impact of cybersecurity attacks. All of these security devices are centrally monitored 24/7 by Managed SOC Services.
5. Network support devices include Core Switch, Server Farm Switch, DMZ Switch, Edge Switch, Distribution Switch, Access Switch, Wireless Access Point, CCTV, and Network Monitoring System, all supporting redundancy for both critical devices and the backbone path to user locations. These network support devices are centrally monitored by the Managed NOC service 10/7.
6. Core business process application systems and their supporting application systems (Level 2 and Level 3) as a form of digitalization and operational support for the Company.

The Company developed its IT infrastructure in 2025, by:

1. Implementing Endpoint Detect and Response (EDR) using CrowdStrike, replacing conventional antivirus (Endpoint Security) to detect, investigate, and respond quickly to increasingly sophisticated and complex cross-platform cyberattacks.

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2. DRC on Cloud using Amazon Web Services (AWS) as a backup for the SAP ERP system and its supporting systems, using a site-to-site VPN network for communication and data replication to the DC at Headquarters.
3. Developing an Office 365 on Cloud email backup system using AvePoint.
4. Refurbishing computer hardware (PCs and laptops): Phase 1 - 660 units with a three-year lease scheme in collaboration with PT Sinergi Mitra Lestari Indonesia.
5. Implementing the ADManager Management Engine for effective Active Directory management.
6. Implementing Manage Engine – Endpoint Central for Desktop Device Asset Management and Desktop Device Configuration for desktop devices.
7. Integrating Manage Engine Service Desk Plus (ITSM) with on-premises Active Directory and Manage Engine – Endpoint Central.
8. Implementing Hybrid Active Directory – On-premises Active Directory with Azure Active Directory (Entra ID) with 100% synchronization.
9. Upgrading and developing wireless network devices using indoor and outdoor access points in all INALUM work locations using Huawei with 5G/6G/7G Wi-Fi technology.
10. Rejuvenating and developing information security devices, such as Fortigate Firewalls, at the INALUM Jakarta and Paritohan offices, with a redundant system to reduce downtime and increase the availability of network security services.

IT Development Investment

IT investments were made to increase the capacity of the Company's hardware and software. Investments were also made to increase the capacity of employees managing the Company's IT.

In 2025, INALUM's IT investment costs reached Rp45.2 billion, an increase compared to Rp39.1 billion in 2024.

As well as purchasing hardware and software, the Company also invests in improving the capacity and competency of IT Department employees through education, training, and certification programs.

In 2025, INALUM organized several IT personnel development initiatives. At the governance level, the Company conducted training and certifications in COBIT, TOGAF, and Project Management Professional (PMP) to improve IT governance maturity, enterprise architecture planning, and project management effectiveness. To support operational reliability, the Company conducted technical training focused on strengthening system security and infrastructure, including CompTIA Security+ and Linux System Administrator. Furthermore, as part of the Company's commitment to internationally standardized information security management, and it has also organized Certified Information Security Manager (CISM) training and certification. All of these competency development initiatives are expected to enhance the professionalism, operational readiness, and quality of the Company's governance in facing evolving business and technological challenges.

CYBERSECURITY MANAGEMENT

Cybersecurity Policy

INALUM has provisions in place for managing and utilizating its IT services to maintain the security of its IT systems. INALUM's cybersecurity policy adheres to ISO 27001:2022. The Company developed a cybersecurity and resilience system aligned with the core principles of information security, including confidentiality, integrity, and availability, as well as the laws and regulations governing cybersecurity. The Company is committed to continuously developing cybersecurity and resilience to safeguard innovations, and ensure business continuity from cybercrime threats. These efforts are consistently applied in line with the business direction as it develops.

No.	Risk	Mitigation
1	Company Data Leaks	1. Implementing Data Loss Prevention (DLP) on Company emails using Fortimail. 2. Developing a policy prohibiting the use of personal devices and external data storage in the Company. 3. Closing the USB ports on the end user's computer devices. 4. Deleting the employees' computer systems and data by formatting the harddisks when the computer rental contracts have been completed and/or when the employees has retired or has resigned.

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No.	Risk	Mitigation
2	Damage to Company systems and data by viruses/malware/ransomware/hackers	1. Implementing Next Generation Firewall using Fortigate. 2. Implementing Network Access Control (NAC) using ForeScout. 3. Implementing EDR (Endpoint Detect and Response) using CrowdStrike. 4. Implementing Priviledge Access Management (PAM) using CyberArk. 5. Implementing Web Application Firewall (WAF) using F5. 6. Closing the USB ports on the end user's computer devices. 7. Conducting Pentest on all web-based systems published on the internet. 8. Conducting Vulnerability Assessments on most information security devices and web-based systems. 9. Implementing a Managed Security Operation Center (SOC). 10. Implementing Managed Network Operation Center (NOC). 11. Preparing DRC as a backup for SAP ERP applications and data systems and ERP supporting systems using AWS Cloud. 12. Preparing Office 365 email backup using AvePoint. 13. Conducting Risk Rating every month in collaboration with MIND ID.
3	Interception of Company data when transmitting data on the internet	Intercepting Company data when transmitting data on the internet
4	Decreased employee awareness of cyber dangers	1. Carrying out solcialization and awareness for all employees at least once a month via online media such as email, computer wallpaper, videotron and webinar. 2. Carrying out Phishing Simulation once a year.
5	Illegal access to the INALUM computer network	1. Accessing the corporate network using an active directory account. 2. Separating WIFI and Internet networks for INALUM employees and Company guests/ stakeholders using Radius technology.
6	Brute Force Attacks	1. Implementing VPN Connection using FortiClient. 2. Implementing Multi Factor Authentication in Office 365 email
7	Distributed Denial of Services (DDOS) Attacks	Distributing Denial of Service (DDOS) Attacks
8	Redundancy of internet connections using multiple ISPs.	Redundancy of internet connections using multiple ISPs.
9	Employee credentials leaks	Employee credentials leaks

Disaster Recovery

Disaster Recovery relates to responding to emergency events, providing backup operations during system downtime, and managing the recovery and rescue process to minimize losses in the Company.

The Company has a disaster recovery policy at the corporate level that became the basis for compiling the Information Technology business continuity plan policy. As well as explaining the duties and responsibilities of each party involved in the event of a disaster, this policy also includes information on training and testing business continuity plans to ensure that all parties can carry out their responsibilities properly.

When implementing this policy, in 2025 INALUM carried out 2 (two) drill tests to ensure the related personnel, and the backup system ran according to the Company's expectations and needs, in terms of output and speed. During each drill test, there was a period of time when the entire business process ran using the backup system to ensure this system could facilitate the business process as well as the main system.

IT IMPLEMENTATION AUDIT ASSESSMENT

An IT assessment was conducted to ensure the IT management supports the Company's digital transformation and business resilience. The Company conducts audit assessments of its IT implementation through an external team. In 2025, the IT implementation assessment process was carried out by PT Mitra Integrasi Informatika. The assessment process was based on the Minister of SOEs Regulation No. PER-02/MBU/03/2023 concerning Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises, specifically Article 210. The assessment was carried out based on the Control Objectives for Information and Related Technology version 2019 (COBIT 2019) and the Information Technology Infrastructure Library version 4 (ITIL 4). The assessment focused on evaluating the effectiveness and conformity of IT implementation to best practices.

Based on the assessment results, INALUM's IT implementation excels in planning and aligning IT management with both business needs and external changes and challenges, which continue to evolve in line with technological advances. The IT implementation also excels in the implementation of IT services operations, particularly with the implementation of ISO 27001 and ISO 20000-1.

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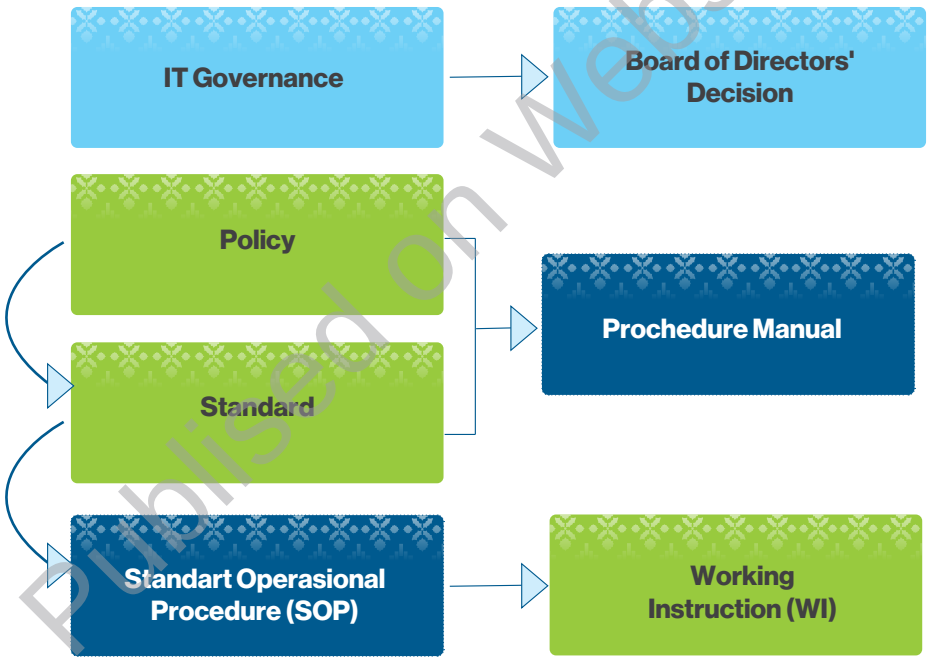
IT GOVERNANCE GUIDELINES IN THE COMPANY

INALUM's IT Governance is based on the Corporate Governance Guidelines and applicable regulations, covering IT operations, planning, and development. INALUM's IT Guidelines address strategic alignment, the added value of IT implementation, risk management, resource management, and performance measurement.

The Company's IT Governance was stipulated in a Board of Directors Decree, taking into account the PT Indonesia Asahan Aluminium (Persero) President Director Decree No. SK-001/DR/MINDID/2021 concerning Ratification of the Indonesian Mining Industry Strategic Guidelines: Information Technology Strategic Guidelines.

The Company's IT Governance implementation is carried out by aligning the IT Strategic Plan with the Company's business strategy, optimizing resources, utilizing IT, measuring performance, and applying effective risk management while still complying with applicable provisions and regulations. INALUM's IT governance refers to the Minister of SOEs Regulation No. PER-2/MBU/03/2023 concerning Guidelines for Governance and Significant Corporate Activities of SOEs.

The procedures for IT Governance implementation are further explained in a derivative policy document from the Board of Directors' Decree with the following structure:



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The Company continuously reviews and aligns its IT Governance implementation in accordance with the latest policies, best practices, and technology trends. IT governance is carried out to ensure the safe, effective, and consistent use of information technology aligned with the Company's business strategy.

FUTURE IT DEVELOPMENT PLAN

The Company has an IT Strategic Plan, which is updated regularly. Future IT development is geared towards strengthening system integration, cybersecurity, data-driven operations, and operational excellence. This Strategic Plan was prepared after considering MIND ID's digitalization plan, INALUM's stakeholder needs, and ever-changing technology trends. INALUM's IT development plans included:

1. Reviewing and Updating the IT Strategic Plan (IT Master Plan) to ensure alignment with the Company's Long-Term Plan, MIND ID Group's strategic initiatives, and challenges and technological changes in similar industries.
2. Implementing a Control Room Dashboard to support data-driven decision-making with real-time, integrated visibility into key operational performance, risks, and cross-functional strategic indicators.
3. Implementing Data Loss Prevention to strengthen cybersecurity to prevent misuse and leakage of sensitive data. Data Loss Prevention included the design of cybersecurity processes and technologies in line with the classification and identification of data and information.

4. Implementing Identity and Access Management (IAM) to strengthen cybersecurity to prevent misuse of system access authority and prevent theft of Company data.
5. Developing a data and information security system by implementing SSO (Single Sign On), Hybrid Active Directory, MFA (Multi-Factor Authentication) on VPN services, and developing a VMS (Video Surveillance Management System).
6. Migrating employee computing device operating systems to Windows 11.
7. Implementing ISO 27001 and ISO 20000-1 surveillance audits as a commitment to maintaining the Company's secure IT operations in line with industry best practices.
8. Developing an On-Cloud DRC system for non-ERP application systems to ensure system accessibility in the event of a disaster.
9. Improving surveillance of work areas in Kuala Tanjung and the Tanjung Gading housing complex by adding 100 CCTV cameras.

Through strengthening digitalization and sustainable IT governance, INALUM continues to strengthen the foundation of its transformation into a modern, adaptive, and globally competitive integrated aluminium company.

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06

CORPORATE GOVERNANCE

Corporate governance implementation is carried out not only to ensure compliance with laws and regulations, but also to support long-term value creation, strengthen competitiveness, and ensure the sustainability of the Company's business.

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Commitment and Basis for GCG Implementation

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Good Corporate Governance (GCG) implementation is a fundamental foundation for INALUM in conducting its business activities. As a national strategic company and a member of the MIND ID Mining Industry Holding, INALUM is committed to implementing transparent, accountable, responsible, independent, and equitable business practices. Through consistent application of GCG principles, the Company ensures that every decision-making process and operational implementation is based on integrity and compliance with applicable regulations, while simultaneously supporting the achievement of corporate goals and increasing value for stakeholders.

Throughout 2025, INALUM continued to strengthen corporate governance by refining its organizational structure, optimizing the functions of the Board of Commissioners and Board of Directors, and increasing the effectiveness of its supervisory and risk management systems. These efforts are integrated into all aspects of the business, from natural resource management to sustainability practices aligned with Environmental, Social, and Governance (ESG) principles. Through this approach, INALUM strives to maintain public trust, increase competitiveness, and strengthen its position as a leading aluminium smelter that contributes to sustainable national economic growth.

BASIS FOR GOOD CORPORATE GOVERNANCE IMPLEMENTATION

INALUM's legal basis for GCG Implementation is based on best practices and the following laws and regulations:

1. Law No. 40 of 2007 concerning Limited Liability Companies;
2. Minister of State-Owned Enterprises Regulation No. PER-1/MBU/03/2023 concerning Special Assignments and Social and Environmental Responsibility Programs for State-Owned Enterprises;
3. Minister of State-Owned Enterprises Regulation No. PER-2/MBU/03/2023 concerning Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises;
4. Minister of State-Owned Enterprises Regulation No. PER-3/MBU/03/2023 concerning Organs and Human Resources of State-Owned Enterprises;
5. Minister of State-Owned Enterprises Regulation No. SK-306/MBU/11/2023 concerning Technical Instructions for the Preparation of Key Performance Indicators in State-Owned Enterprises;
6. Deputy for Finance and Risk Management of the Ministry of State-Owned Enterprises Decree No.SK-8/DKU.MBU/12/2023 concerning Technical Instructions for the Assessment of the Risk Maturity Index in State-Owned Enterprises;
7. Company Articles of Association; and

8. General Guidelines for Indonesian Corporate Governance (PUGKI) issued by the National Committee for Governance Policy (KNKG) in 2021.

GOOD CORPORATE GOVERNANCE IMPLEMENTATION OBJECTIVES

INALUM has established the following GCG Implementation Objectives:

1. To maximize the Company's value through the application of GCG principles so the Company has better competitive capabilities;
2. To encourage professional, efficient and effective management of the Company, as well as empower functions and increase the Company's independence;
3. To encourage decision-making and follow-up actions by the Company Organs based on healthy business values, good faith, and principles of mutual benefit based on the propriety of moral and social values and compliance with applicable laws and regulations.

GCG PRINCIPLES

To ensure the GCG implementation targets are achieved, the Company requires all levels of management, from the Board of Commissioners and Board of Directors to all INALUM employees, to sign a Joint Commitment of INALUM Employees as a form of commitment to applying the GCG principles. This commitment places the GCG principles known as TARIF (Transparency, Accountability, Responsibility, Independence, and Fairness) as the primary foundation for conducting the Company's business activities. These universally applicable GCG principles have been adopted and implemented within the Company as follows:

Transparency	Definition Transparency in carrying out the decision-making process and openness in disclosing material and relevant information on the Company. Application within INALUM For its application, the Company has instigated an information transparency policy for stakeholders in accordance with statutory regulations. The Company discloses information in accordance with the provisions of statutory regulations, including financial and non-financial information, as well as other material information while still paying attention to the principles of confidentiality and the interests of the Company.
Accountability	Definition Clarity of the function, implementation and accountability of the Organs so that the Company's management is carried out effectively. Application within INALUM The accountability principle requires the Company leaders be accountable for their performance in a transparent and fair, correct, and measurable manner and in accordance with the interests of the Company while still paying attention to the interests of Shareholders and other Stakeholders. The Company's organs accountability is reflected in the determination of performance indicators as well as the functions and responsibilities of each organ for the management of the Company. The organs' functions and responsibilities must be in line with the Company's Vision and be measurable.

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Responsibility	Definition Compliance in the Company's management with laws and regulations and healthy corporate principles. Application within INALUM Accountability is realized by fulfilling the Company's obligations to applying the applicable laws and regulations related to healthy corporate principles. Company management is also carried out in good faith and based on sound business ethics so as to provide added value for stakeholders. The corporate responsibility principle is also applied through community development and environmental preservation activities through the Social and Environmental Responsibility (SER) programs.
Independency	Definition A situation where the Company is managed professionally without conflicts of interest and influence/pressure from any party that is not in accordance with statutory regulations and healthy corporate principles. Application within INALUM The Company realizes Independency by respecting the rights & obligations, duties & responsibilities and authority of the Organs so that the Company management through the Organs' decision making is free from potential conflicts of interest.
Fairness	Definition Justice and equality in fulfilling the rights of Stakeholders that arise based on agreements and statutory regulations. Application within INALUM Stakeholders, in accordance with their rights in statutory regulations, can participate in the management of the Company within reasonable limits. In practice, the Company involves stakeholders to provide input, suggestions or constructive opinions for the Company in accordance with statutory regulations.

In addition, to improve the quality of corporate governance, INALUM has also adopted the four pillars of Indonesian Governance: Ethics, Transparency, Accountability, and Sustainability, abbreviated as ETAK, as stipulated in the General Guidelines for Indonesian Corporate Governance (PUG-KI).

Ethical Behavior	Definition When carrying out its activities, the Corporation prioritizes honesty, treats all parties with respect, fulfills commitments, builds and maintains consistent moral values and trust. The Corporation pays attention to the interests of shareholders and other stakeholders based on the principles of fairness and equality and are managed independently so that each corporate organ does not dominate the other and cannot be intervened by other parties. Application within INALUM 1. The Board of Directors and Board of Commissioners Charter. 2. Application of the Company's Code of Conduct (CoC) is carried out by INALUM personnel signing commitments routinely every year. 3. Implementation of the Anti-Bribery Management System (SMAP) SNI ISO 37001:2016. 4. Gratification Control Policy. 5. Violation Reporting System Policy (Whistleblowing System). 6. State Officials' Wealth Report Policy (LHKPN).
Accountability	Definition Corporations must be accountable for their performance transparently and fairly. For this reason, corporations must be managed correctly, measurably and in accordance with corporate interests while still taking into account the interests of shareholders and stakeholders. Accountability is a necessary prerequisite for achieving sustainable performance. Application within INALUM By applying the principle of accountability, all functions in the Company will have clear duties and authority so the Company's operations run according to objectives and are effective. Clarity of the functions of each Company organ, including the Board of Directors and the Board of Commissioners, is also contained in the Charter/Board Manual prepared in accordance with statutory regulations, in line with the Company's Vision & Mission.

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Transparency	Definition To maintain objectivity in running a business, corporations provide material and relevant information in a way that is easily accessible and understood by stakeholders. Corporations take the initiative to disclose not only issues required by statutory regulations, but also matters that are important for decision-making by shareholders, creditors and other stakeholders. Application within INALUM The Company ensures information disclosure is timely, transparent, and accountable to maintain investor and stakeholder trust, in accordance with applicable laws and regulations. To demonstrate the Company's transparency, it routinely releases an Annual Report and a Sustainability Report for shareholders. For public access, the Company also includes its Annual Report and Sustainability Report on its website. To adhere to this principle of transparency, the Company also ensures the information contained in both the Annual Report and the Sustainability Report complies with applicable laws and regulations.
Sustainability	Definition The corporation complies with statutory regulations and is committed to carrying out its responsibilities towards society and the environment so as to contribute to sustainable development by collaborating with all relevant stakeholders to improve their lives in a way that is consistent with business interests and the sustainable development agenda. Application within INALUM The Company prioritizes environmental preservation, promotes social responsibility, maintains effective governance practices, fosters strong relationships with investors, and submits transparent sustainability reports. INALUM's sustainability steps include: 1. Environment The Company is committed to maintaining sustainability, conserving nature, and minimizing environmental impacts in its power generation and aluminium smelting operations. 2. Social The Company is committed to building strong relationships with the community through social programs that contribute to community welfare. 3. Governance The Company is committed to governance principles including transparency, accountability, responsibility, independence and fairness, as well as upholding integrity, ethical policies and best practices in every aspect of the Company's operations. 4. Sustainability Report Sustainability reports are submitted regularly and published on the Company's website and reflect the Company's commitment to sustainability, social, environmental and the Company's efforts to create positive change in the aluminium industry. 5. Investor Relations The Company opens its doors to modern and innovative collaboration to all parties in line with the Company in order to build a more competitive and integrated national aluminium industry.

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Implementation of Sustainable Corporate Governance

INALUM is continuously striving to improve the quality of its GCG implementation to foster healthy, robust growth and create added value for all stakeholders. As part of this effort, INALUM's commitment to improving the quality of its GCG implementation is carried out sustainably through the stages shown in the following chart.

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DETERMINATION OF QUALITY STANDARDS FOR GCG IMPLEMENTATION

INALUM adopts the best standards applicable in Indonesia with the hope of improving the quality of GCG implementation in the Company. These standards include:

1. Company Articles of Association
   The Company's Articles of Association, as last amended, by Deed No. 138 dated March 21, 2023, made before Jose Dima Satria, S.H., M.Kn., Notary, in Jakarta.
2. Special Power of Attorney No. SKK-21/MBU/03/2023 Series A Dwiwarna Shareholder of the Republic of Indonesia PT Indonesia Asahan Aluminium to PT Mineral Industri Indonesia (Persero) as the Largest Series B Shareholder of PT Indonesia Asahan Aluminium, and Letter of the Director of Portfolio and Business Development of PT Mineral Industri Indonesia (Persero) No. 490/E.DIRPPU/IX/2023 concerning Determination of Value Limits and/or Criteria (Threshold) for Certain Actions of the Board of Directors of PT Indonesia Asahan Aluminium dated December 13, 2023.
3. Strategic Guidelines and Implementing Policies of MIND ID as per MIND ID Director of Portfolio and Business Development Letter No. 1115/E.DIRPPU/XII/2023 dated December 22, 2023, NO. 098/E.DIRPPU/II/2024 dated February 28, 2024, and No. 184/E.DIRPPU/V/2024 dated May 21, 2024.
4. MIND ID Strategic Guidelines and Implementation Policies
   MIND ID Strategic Guidelines were ratified through Board of Directors' Decree No. SK-001/DIR/MINDID/2021 and MIND ID Implementation Policy, which is part of the MIND ID Strategic Guidelines with the latest update in the Director of Portfolio and Business Development Letter No. 1115/E.DIRPPU/XII/2023 dated December 22, 2023.
5. GCG Guidelines
   The Company's GCG Guidelines were first prepared in October 2014, and have been effectively disseminated to all INALUM personnel. The Company's GCG Guidelines have undergone several changes and were last approved by the Company's Board of Commissioners and Board of Directors in March 2024.
6. Board of Directors and Board of Commissioners Charter (Board Manual)
   The Board of Directors and Board of Commissioners Charter contains the duties, authorities and responsibilities for all Directors and Commissioners. This document was first refined in 2020. In 2024, the Board Manual will be updated again so they remain relevant to the latest relevant laws and best practices.
7. Audit Committee Charter
   Audit Committee Charter was ratified through Board of Commissioners Decree PC-06/05/2020 on May 15, 2020.

8. Nomination, Remuneration, Risk Monitoring and GCG Committee Charter
   The Nomination, Remuneration, Risk Monitoring, and GCG Committee (NRPRGCG) Charter is stated in the PT Indonesia Asahan Aluminium Board of Commissioners Decree No. KEP-03/DEKOM/06/2024 dated June 19, 2024.
9. Internal Audit Guidelines
   The Company prepared an Internal Audit Charter in 2021, which is in accordance with Financial Services Authority Regulation No. 56/POJK.04/2015 concerning the formation and preparation of the Internal Audit Unit Charter.
10. Company Code of Conduct
    The Company regulates the INALUM personnel ethics towards stakeholders in accordance with the GCG principles outlined in the Company's Code of Conduct. This guideline was first prepared in October 2014, and has been effectively disseminated to all INALUM personnel. The Company's Code of Conduct has undergone several changes and is currently in the process of being updated in accordance with the latest laws and regulations.
11. Gratification Control Policy
    The Company's provisions for gratification control as outlined in a Board of Directors' Letter. This letter regulates the classification of gratification, reporting of gratification by employees and its management by the Gratification Control Unit (UPG).
12. Violation Reporting System Policy (Whistleblowing System)
    The Company has a Whistleblowing system with policies outlined in Board of Directors Decrees related to Company Regulations. These policies are prepared as an internal control tool/medium for obtaining reports of suspected fraud and/or violations occurring within the Company. The whistleblowing policy is also socialized to external stakeholders.
13. Policy for Handling Conflicts of Interest
    The Company has also prepared a policy for handling conflicts of interest that was updated at the end of 2023. This policy is an effort to disclose potential conflicts of interest that may arise in the Company's business activities.

GCG IMPLEMENTATION

INALUM sets quality standards for good corporate governance by referring to applicable regulations and guidelines. As part of a BUMN, INALUM ensures the GCG implementation is in accordance with the Minister of State-Owned Enterprises Regulation PER-02/MBU.03/2023 concerning Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises. This implementation also plays an important role in achieving the Company's Vision and Mission. All business activities must comply with the Corporate Governance Policy which is specifically designed to optimize the Company's Value.

As well as compliance with regulations, the Good Corporate Governance principles are adopted into the Company's culture to provide protection for the interests of stakeholders.

As part of applying the GCG principles, the Company enforces control over potential conflicts of interest by the Board of Commissioners and Board of Directors to maintain thei accountability, professionalism and integrity when carrying out their duties, by:

1. Having them sign a Free from Conflict of Interest Statement;
2. Ensuring the members of the Board of Commissioners or Board of Directors recuse themselves if they could potentially, or already have a potential conflict of interest in any decision-making process.

MONITORING OR SUPERVISING GCG IMPLEMENTATION WITHIN THE COMPANY

The Board of Commissioners and Board of Directors, with the support of their respective supporting organs, carry out supervision over the GCG implementation principles within the Company to ensure thr implementation runs consistently and in accordance with the expected targets.

For supervision of GCG implementation, the Board of Commissioners through the Nomination, Remuneration, Risk Monitoring, and GCG Committee conducts studies, evaluations, and provides recommendations and input related to improving GCG in the Company. In addition, the Board of Directors supervises GCG implementation through the Corporate Secretary, whose task is to ensure that the GCG implementation is in accordance with relevant regulations and best practices. The results of this supervision report is prepared by the Corporate Secretary and reported to the Board of Directors annually.

ASSESSMENT OF THE COMPANY'S GCG IMPLEMENTATION

To improve the quality of governance implementation, INALUM continuously carries out assessments or measurements of the quality of GCG implementation. These assessments are carried out periodically to map the Company's condition and assess the extent to which GCG principles have been implemented effectively. These assessments also reflects the Company's compliance as part of a State-owned company entity, with the Minister of State for State-Owned Enterprises Regulation No. PER-2/MBU/03/2023 concerning Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises. While, based on Article 44 Paragraph 1 of the Ministerial Regulation, it is stated that GCG measurements or assessments be carried out periodically every 2 (two) years.

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In previous years, the Company measured the quality of GCG implementation using the criteria contained in the Secretary of the Minister of State-Owned Enterprises Decree No.16/S.MBU/2012 concerning Indicators/Parameters for Assessment and Evaluation of Good Corporate Governance Implementation in State-Owned Enterprises. After the issuance of the Secretary of the Republic of Indonesia Ministry of BUMN Decree No.12/S.MBU/08/2023 concerning the Revocation of the Secretary of the Minister of BUMN Decree No.16/S.MBU/2012 concerning Indicators/Parameters for Assessment and Evaluation of Good Corporate Governance Implementation in State-Owned Enterprises, dated 16 August 2023, in 2025 the Company measured the quality of GCG implementation for the first time using the ASEAN Corporate Governance Scorecard ("ACGS") criteria.

GCG Assessment for 2025

In 2025, the Company conducted a GCG Implementation Assessment for the 2024 fiscal year using the ACGS criteria, which is a corporate governance initiative from the ASEAN Capital Market Forum (ACMF) and supported by the Asian Development Bank (ADB) which aims to support ASEAN capital market integration. Based on the ASEAN Corporate Governance Scorecard assessment results for the 2024 fiscal year, INALUM achieved a score of 81.01%, with a rating of 'Good'.

Parties Conducting the Assessment

INALUM appointed PT RSM Indonesia to provide consultation services for ACGS compliance for the 2024 fiscal year in accordance with the GCG Assessment Assessor Agreement for the 2024 Financial Year No. 4000017108 dated 16 May 2025, using the ACGS governance practice disclosure criteria published by the ASEAN Capital Market Forum (ACMF) in March 2024.

The scope of work was to:

1. Carry out the assessment process using the ASEAN Corporate Governance Scorecard ("ACGS") criteria/parameters/items.
2. Identify ACGS criteria/parameters/items whose practical application is applicable and relevant for public companies ("Tbk") or Not Applicable ("N/A") for INALUM based on the Minister of BUMN Regulations and applicable Laws.
3. Submit the assessment results reports on the implementation of good governance using ACGS criteria.

RSM Indonesia used the ACGS governance practice disclosure criteria published by the ASEAN Capital Market Forum (ACMF) in March 2024.

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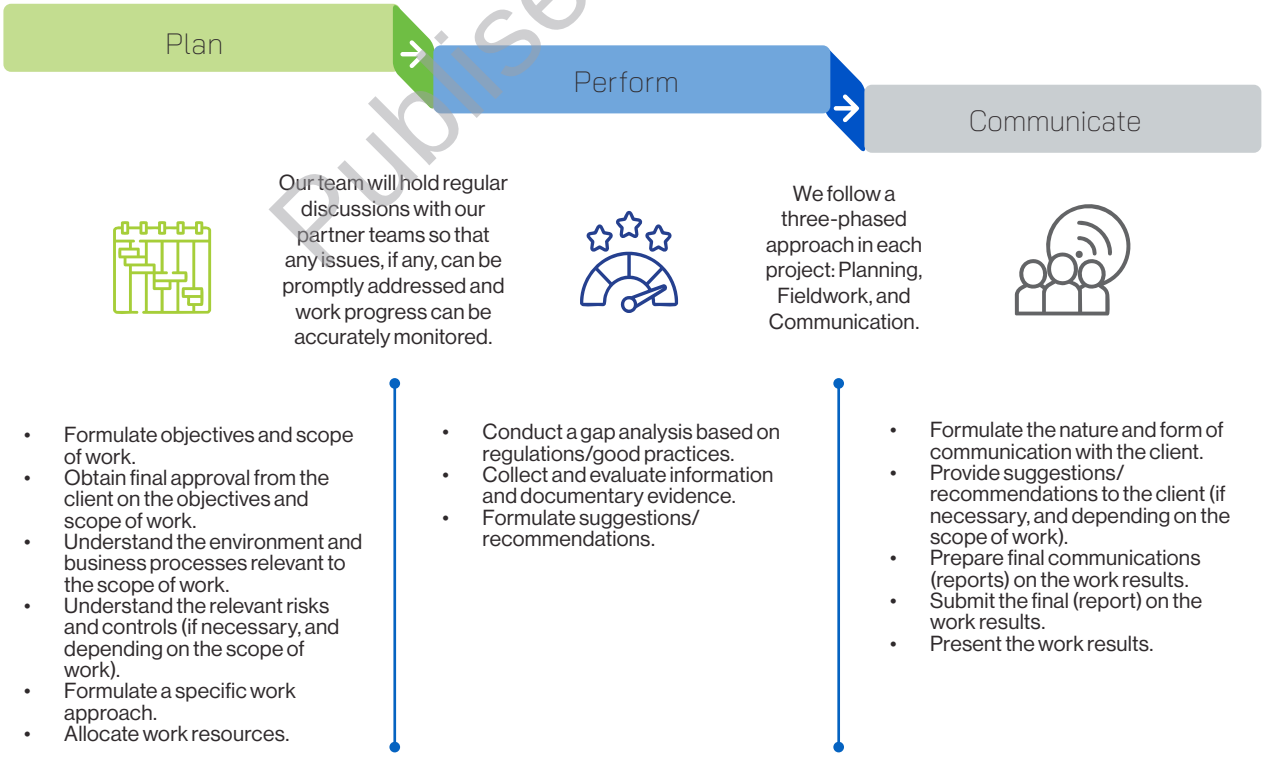
The work was carried out using a work approach, which was generally divided into 3 (three) stages, namely planning, field work and communication. Details of each stage can be seen in the following chart:

General Work Approach



ACGS Compliance Study Results

Implementation of ACGS Compliance Study Review

Identification and analysis of information disclosure based on ACGS criteria was carried out as follows:

- Identify and analyze information disclosure based on ACGS criteria. The identification process was carried out only on information disclosed and/or available to the public and in English.
- Prepare an overview of the assessment results and identify areas of improvement that can be made by INALUM based on the results of the ACGS compliance level assessment.

ACGS Criteria

The ACGS criteria used as the basis for the study consisted of 2 (two) levels, namely:

- Level 1 containing the expected minimum standards, covering 4 (four) aspects.
- Level 2 containing standards that exceed the minimum standard (bonus) and below the minimum standard (penalty). Level 2 includes 2 (two) aspects.

The following shows the total number of criteria per each level:

ACGS Aspect	Total Criteria
Level 1: Expected Minimum Standards	
A – Rights and Equitable Treatment of Shareholders	30
B – Sustainability and Resilience	22
C – Disclosure and Transparency	34
D – Responsibilities of the Board	63
Level 2: Exceeds Minimum Standards	
Bonus	18
Penalty	26

Each aspect has sub-aspects, so the number of criteria whose fulfillment will be studied is 193 (one hundred and ninety three) criteria. Details of the sub-aspects are as follows.

Level 1

A.	Rights and Equitable Treatment of Shareholders	Item
A.1	Basic Shareholder Rights	1
A.2	Right to participate effectively in and vote in general shareholder meetings and should be informed of the rules, including voting procedures, that govern general shareholder meetings	15
A.3	Markets for corporate control should be allowed to function in an efficient and transparent manner	1
A.4	The exercise of ownership rights by all shareholders, including institutional investors, should be facilitated	1
A.5	Shares and voting rights	1
A.6	Notice of AGM	5
A.7	Insider trading and abusive self-dealing should be prohibited	1
A.8	Related party transactions by directors and key executives	3
A.9	Protecting minority shareholders from abusive actions	2
B.	**Sustainability and Resilience**	
B.1	Sustainability-related disclosure should be consistent, comparable and reliable, and include retrospective and forward-looking material information that a reasonable investor would consider important in making an investment or voting decision	6
B.2	Corporate governance frameworks should allow for dialogue between a company, its shareholders and stakeholders to exchange views on sustainability matters	2
B.3	The corporate governance framework should ensure that boards adequately consider material sustainability risks and opportunities when fulfilling their key functions in reviewing, monitoring and guiding governance practices, disclosure, strategy, risk management and internal control systems, including with respect to climaterelated physical and transition risks	1
B.4	The corporate governance framework should recognise the rights of stakeholders established by law or through mutual agreements and encourage active co-operation between corporations and stakeholders in creating wealth, jobs, and the sustainability of financially sound enterprises	7

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Level 1		
B.5	Where stakeholder interests are protected by law, stakeholders should have the opportunity to obtain effective redress for violation of their rights	1
B.6	Mechanisms for employee participation should be permitted to develop	3
B.7	Stakeholders including individual employee and their representative bodies, should be able to freely communicate their concerns about illegal or unethical practices to the board and their rights should not be compromised for doing this	2
C.	**Disclosure and Transparency**	
C.1	Transparent ownership structure	5
C.2	Quality of Annual Report	6
C.3	Remuneration of Members of the Board and Key Executives	4
C.4	Disclosure of related party transactions (RPT)	2
C.5	Directors and commissioners dealings in shares of the company	1
C.6	External auditor and Auditor Report	2
C.7	Medium of communications	4
C.8	Timely filing/release of annual/financial reports	3
C.9	Company website	6
C.10	Investor relations	1
D.	**Responsibilities of the Board**	
D.1	Board Duties and Responsibilities	6
D.2	Board Structure	24
D.3	Board Processes	20
D.4	People on the Board	6
D.5	Board Performance	7

Level 2

	Bonus	
(B)A.1	Right to participate effectively in and vote in general shareholders meeting and should be informed of the rules, including voting procedures, that govern general shareholders meeting	1
(B)A.2	Notice of AGM	1
(B)B.1	-	7
(B)C.1	Quality of Annual Report	1
(B)D.1	Board Competencies and Diversity	2
(B)D.2	Board Structure	2
(B)D.3	Board Appointments and Re-Election	1
(B)D.4	Board Structure & Composition	1
(B)D.5	Risk Oversight	1
(B)D.6	Board Performance	1
	Penalty	
(P)A.1	Basic shareholder rights	1
(P)A.2	Shareholders, including institutional shareholders, should be allowed to consult with each other on issues concerning their basic shareholder rights as defined in the Principles, subject to exceptions to prevent abuse	1
(P)A.3	Right to participate effectively in and vote in general shareholders meeting and should be informed of the rules, including voting procedures, that govern general shareholders meeting	2
(P)A.4	Capital structures and arrangements that enable certain shareholders to obtain a degree of control disproportionate to their equity ownership should be disclosed	3
(P)A.5	Capital structures and arrangements that enable certain shareholders to obtain a degree of control disproportionate to their equity ownership should be disclosed	1
(P)A.6	Insider trading and abusive self-dealing should be prohibited.	1
(P)A.7	Protecting minority shareholders from abusive action	2

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Level 2

(P)B.1	The rights of stakeholders that are established by law or through mutual agreements are to be respected	1
(P)B.2	Where stakeholders participate in the corporate governance process, they should have access to relevant, sufficient and reliable information on a timely and regular basis	2
(P)C.1	Sanctions from regulator on financial reports	4
(P)D.1	Compliance with listing rules, regulations and applicable laws	2
(P)D.2	Board structure	3
(P)D.3	External Audit	1
(P)D.4	Board structure and composition	2

ACGS Compliance Rate

INALUM's disclosure of information related to ACGS criteria can be grouped as follows:

- There were no practices during the testing period so the disclosure criteria were not applicable (Not Applicable or N/A) based on the Minister of BUMN Regulation and applicable Laws and Regulations related to INALUM;
- Has been disclosed or practices were according to criteria (Implemented); and
- Has not yet disclosed or has been disclosed but was not appropriate and/or not sufficient to answer the ACGS criteria (Not Yet Implemented).

Based on the disclosure of governance practices review, INALUM implemented 81.01% of the standards expected to be implemented and exceeded the minimum standards, as shown in the disclosure practice table for each criterion at each level as follows.

ACGS Aspects		Number of Criteria	Disclosure Practices			% Applied
			N/A	Implemented	Not Yet Implemented	
Level 1 – Expected Minimum Standards						
A.	Rights and Equitable Treatment of Shareholders	30	8	18	4	81.82%
B.	Sustainability and Resilience	22	1	19	2	90.48%
C.	Disclosure and Transparency	34	3	23	8	74.19%
D.	Responsibilities of the Board	63	1	54	8	87.10%
	Total Level 1	**149**	**13**	**114**	**22**	**83.82%**
Level 2 – Exceeds Minimum Standards (Bonus)						
(B) A.	Rights and Equitable Treatment of Shareholders	2	1	1	0	100.00%
(B) B.	Sustainability and Resilience	7	0	4	3	57.14%
(B) C.	Disclosure and transparency	1	0	0	1	0.00%
(B) D.	Responsibilities of the Board	8	0	1	7	12.50%
	Total Level 2 (Bonus)	**18**	**1**	**6**	**11**	**35.29%**
Level 2 – Below Minimum Standards (Penalty)						
(P) A.	Rights and Equitable Treatment of Shareholders	11	0	11	0	100.00%
(P) B.	Sustainability and Resilience	3	0	3	0	100.00%
(P) C.	Disclosure and transparency	4	0	4	0	100.00%
(P) D.	Responsibilities of the Board	8	0	7	1	87.50%
	Total Level 2 (Penalty)	**26**	**0**	**25**	**1**	**96.15%**
	Total Level 1 and 2	**193**	**14**	**145**	**34**	**81.01%**

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Summary of ACGS Compliance Improvement Areas

Below shows details of improvement areas and recommendations per criteria:

No.	Criteria	Recommendation	Source Document / Disclosure
LEVEL 1			
Part A – Rights and Equitable Treatment of Shareholders			
1	A.1.1 Does the company pay (interim and final/annual) dividends in an equitable and timely manner; that is, all shareholders are treated equally and paid within 30 days after being (i) declared for interim dividends and (ii) approved by shareholders at general meetings for final dividends? In case the company has offered Scrip dividend, did the company paid the dividend within 60 days.	The Company lists the actual date of dividend payments and makes annual dividend payments within 30 days after the annual dividend is approved by shareholders at the GMS.	• Dividend Announcement • GMS Minutes • Summary of GMS Minutes • Company Website
2	A.2.1 Do shareholders have the opportunity, evidenced by an agenda item, to approve remuneration (fees, allowances, benefit-in-kind and other emoluments) or any increases in remuneration for the non-executive directors/commissioners?	The Company discloses the remuneration or increases in remuneration in the agenda concerning approval of remuneration for the Board of Directors and Board of Commissioners.	• Invitation to GMS • GMS Minutes • Summary of GMS Minutes • Company Website
3	A.6.4 Are the auditors seeking appointment/ re-appointment clearly identified?	The Company discloses the name of the Public Accounting Firm (KAP) proposed to be appointed/reappointed.	• Invitation to GMS
4	A.8.3 Does the company have policies on loans to directors and commissioners either forbidding this practice or ensuring that they are being conducted at arm's length basis and at market rates?	The Company discloses its policy regarding lending to the Board of Directors and Board of Commissioners, for prohibiting this practice or ensuring it is done at arm's length and at market interest rates.	• Annual Report • Company Website
Part B – Sustainability and Resilience			
1	B.2.2 Does the company engage external stakeholders to exchange views and gather feedback on sustainability matters that are material to the business of the company?	The Company clearly identifies who the Stakeholders are, both Internal and External. External Stakeholders such as Customers, Shareholders, Suppliers, Communities, Society and Government.	• Sustainability Report • Annual Report • Company Website
2	B.4.6 How creditors' rights are safeguarded?	The Company discloses policies and practices related to the Company's efforts to protect creditor rights.	• Annual Report • Company Website
Part C – Disclosure & Transparency			
1	C.3.1 Is there disclosure of the fee structure for non-executive directors/ commissioners?	The Company discloses the nominal amount of each remuneration component paid to the Board of Commissioners.	• Annual Report • Company Website
2	C.3.2 Does the company publicly disclose [i.e. annual report or other publicly disclosed documents] details of remuneration of each non-executive director/commissioner?	The Company discloses information concerning details of remuneration together with the total paid/owed to each member of the Board of Commissioners.	• Annual Report • Company Website
3	C.3.3 Does the company disclose its remuneration (fees, allowances, benefit- in-kind and other emoluments) policy/ practices (i.e. the use of short term and long term incentives and performance measures) for its executive directors and CEO?	The Company discloses details of remuneration policies/practices including performance indicators for the Board of Directors and President Director. Other suggestions: The Company ensures the use of English sentences in the content of the English version of the Annual Report it was found that the Indonesian sentence was used, namely "Given 1 (one) times the honorarium" in the English version of the 2023 Annual Report p. 213.	• Annual Report • Company Website

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No.	Criteria	Recommendation	Source Document / Disclosure
4	C.3.4 Does the company publicly disclose [i.e. annual report or other publicly disclosed documents] the details of remuneration of each of the executive directors and CEO [if he/she is not a member of the Board]?	The Company discloses details of remuneration together with the total paid/ owed to each member of the Board of Directors, including the President Director.	• Annual Report • Company Website
5	C.7.1 Quarterly reporting	The Company publishes its 2024 Quarterly Report.	• Company Website
6	C.8.1 Are the audited annual financial report /statement released within 120 days from the financial year end?	The Company publishes the Annual Financial Report within 120 days after the end of the fiscal year and adds a time stamp on the Company Website.	• Company Website
7	C.8.2 Is the annual report released within 120 days from the financial year end?	The Company publishes its Annual Report within 120 days after the end of the fiscal year.	• Annual Report • Company Website
8	C.9.1 Financial statements/reports (latest quarterly)	The Company publishes Financial Reports for the most recent quarterly and/or semi-annual period and at least one previous year.	• Company Website
Part D - Responsibilities of the Board			
1	D.2.17 Is the meeting attendance of the Remuneration Committee disclosed and, if so, did the Remuneration Committee meet at least twice during the year?	The Company reveals the separation of attendance levels and agendas that discuss nominations and remuneration.	• Annual Report • Company Website
2	D.3.4 Does the company require a minimum quorum of at least 2/3 for board decisions?	The Company determines a minimum attendance quorum of at least 2/3 for decisions of the Board of Directors and Board of Commissioners.	• Annual Report • Company Website • Board of Directors Charter • Board of Commissioners Charter • Articles of Association
3	D.3.6 Are board papers for board of directors/commissioners meetings provided to the board at least five business days in advance of the board meeting?	The Company discloses the submission of meeting materials for the Board of Directors and Board of Commissioners Meetings at least 5 (five) working days before the Board of Directors and Board of Commissioners Meeting is held.	• Annual Report • Company Website
4	D.3.10 Did the company describe the process followed in appointing new directors/commissioners?	The Company discloses the process used when appointing new Directors and Board of Commissioners, including how the process for searching for new Directors/ Commissioners and assessing the suitability of candidates is carried out.	• Annual Report • Company Website
5	D.3.13 Does the company have measurable standards to align the performance-based remuneration of the executive directors and senior executives with long-term interests of the company, such as claw back provision and deferred bonuses?	The Company discloses measurable standards that align performance-based remuneration for Directors after consideration of the Company's long-term interests such as claw back provisions and deferred bonuses.	• Annual Report • Company Website
6	D.5.3 Does the company disclose the process on how the board of directors/ commissioners plans for the succession of the CEO/Managing Director/President and key management?	The Company discloses a succession plan for the position of President Director, including a development process for employees with the potential to fill key positions in the Company.	• Annual Report • Company Website
7	D.5.4 Does the board of directors/ commissioners conduct an annual performance assessment of the CEO/ Managing Director/President?	The Company discloses the annual performance assessment of the President Director for the current year period.	• Annual Report • Company Website

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No.	Criteria	Recommendation	Source Document / Disclosure
8	D.5.6 Did the company conduct an annual performance assessment of the individual directors/commissioners and disclose the criteria and process followed for the assessment?	The company discloses individual performance assessments of Directors for the current year period, the criteria and processes used to assess individual Directors' performance.	• Annual Report • Company Website
LEVEL 2			
Bonus			
1	(B)B.1.3 Does the company disclose the engagement channel with stakeholder groups and how the company responds to stakeholders' ESG concerns?	The Company discloses information on how the Company responds to all issues from stakeholders related to Environmental, Social and Governance (ESG).	• Annual Report • Sustainability Report • Company Website
2	(B)B.1.4 Does the company have a unit/ division/committee who is specifically responsible to manage the sustainability matters?	The Company discloses the membership structure of the Environmental Social Governance ("ESG") Implementation Committee.	• Annual Report • Sustainability Report • Company Website
3	(B)B.1.5 Does the company disclose board of directors/commissioners' oversight of sustainability-related risks and opportunities?	The company discloses information on the process, the activeness of the Board of Directors and Board of Commissioners in carrying out supervision and how the Board of Directors and Board of Commissioners monitor the progress of achieving sustainability goals and targets.	• Annual Report • Sustainability Report • Company Website
4	(B)C.1.1 Are the audited annual financial report/statement released within 60 days from the financial year end?	The Company publishes an audited Annual Financial Report within 60 days after the end of the fiscal year and adds a time stamp on the Company Website.	• Announcements • Company Website
5	(B)D.1.1 Does the company have at least one female independent director/ commissioner?	The Company has at least 1 (one) female Independent Commissioner and this is disclosed in the Annual Report.	• Annual Report
6	B)D.1.2 Does the company have a policy and disclose measurable objectives for implementing its board diversity and report on progress in achieving its objectives?	The Company discloses measurable diversity targets in the Board of Directors and Board of Commissioners and reports for achieving these targets.	• Annual Report
7	(B)D.2.1 Is the Nominating Committee comprise entirely of independent directors/ commissioners?	The Company has a Nomination, Remuneration, Risk Monitoring and GCG Committee, where all of the members are Independent Commissioners or external parties who meet independent criteria.	• Annual Report
8	(B)D.2.2 Does the Nominating Committee undertake the process of identifying the quality of directors aligned with the company's strategic directions?	The Company disclosed the process carried out by the Nomination, Remuneration, Risk Monitoring and GCG Committees in identifying the quality of prospective members of the Board of Directors to ensure they are in line with the Company's strategy. Required disclosures include the following: • Identifying needs. • Defining requirements. • Identifying and evaluating suitability of prospective Directors. • Submitting recommendations for prospective Directors to the Board of Commissioners.	• Annual Report

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No.	Criteria	Recommendation	Source Document / Disclosure
9	(B)D.3.1 Does the company use professional search firms or other external sources of candidates (such as director databases set up by director or shareholder bodies) when searching for candidates to the board of directors/commissioners?	The Company discloses that the Company has a policy and/or uses professional search firms or other external sources when searching for candidates for the Board of Directors and Board of Commissioners.	• Annual Report • Company Website
10	(B)D.4.1 Do independent non-executive directors/commissioners make up more than 50% of the board of directors/ commissioners for a company with independent chairman?	The Company has a Board of Commissioners composition where more than 50% of Independent Commissioners.	• Annual Report
11	(B)D.5.1 Does the company disclose that its Board identified key risk in relation to information technology including disruption, cyber security, and disaster recovery, to ensure that such risks are managed and integrated into the overall risk management framework?	The Company discloses the Board of Directors and Board of Commissioners have identified the main information technology risks including disruption, cyber security and disaster recovery, as well as how these risks are managed and integrated into the overall risk management framework.	• Annual Report
Penalty			
1	(P)D.4.2 Do non-executive directors/ commissioners receive options, performance shares or bonuses?	The Company does not provide performance incentives/bonuses for the Board of Commissioners.	• Annual Report • Invitation to GMS

MEASUREMENT OF INALUM'S GCG IMPLEMENTATION IN FISCAL YEAR 2025

To measure the quality of the corporate governance implementation throughout 2025, the Company conducts a GCG assessment using a review (evaluation) method, which is conducted in accordance with the Minister of BUMN Regulation Number PER-2/ MBU/03/2023 concerning Guidelines for Governance and Significant Corporate Activities of BUMN, as stipulated in Article 44. The Company is required to conduct measurements of Good Corporate Governance implementation to identify the quality of GCG implementation within the Company.

The Company conducted a follow-up assessment of the 2024 GCG Assessment, which resulted in 34 (thirty-four) recommendations. The GCG review (evaluation) process was conducted by PT Dinamika Pasifik Solusindo ("DPS") as assessor. The review (evaluation) activities took place from April 16, 2026, to May 19, 2026.

Based on the evaluation results, the Company has demonstrated its commitment to strengthening good corporate governance implementation across various aspects, including protecting shareholder rights, improving the quality of information disclosure, strengthening sustainability practices, and enhancing governance aspects within the Company's organs. Follow-up actions included refining the Company's policies and charters, strengthening disclosures in the annual report and sustainability report, and increasing information transparency through the Company's communication channels.

Based on the review of the follow-up recommendations, there were indications of potential improvements to INALUM's GCG measurement results, as shown in the following table:

Part ACGS	Number of Recommendations	In Progress	Open	Closed	Achievement (%)
A. Right and Equitable Treatment of Shareholders	4	0	1	3	75.00
B. Sustainability and Resilience	2	0	0	2	100.00
C. Disclosure and Transparency	8	0	7	1	12.50
D. Responsibility of the Boards	8	0	1	7	87.50
Bonus	11	0	5	6	54.55
Penalty	1	0	0	1	100.00
Total	**34**	**0**	**14**	**20**	**58.82**

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Based on the above results, the Company continues to follow up the recommendations for improvement, implemented gradually and consistently, while maintaining its characteristics as a non-public company and its compliance with applicable laws and regulations. As a follow-up to the Areas of Improvement identified in the assessment, the Company successfully implemented 58.82% of the improvement recommendations in fiscal year 2025.

Based on these follow-up achievements, the corporate governance implementation is projected to increase to 87.54% for the 2025 fiscal year. This potential is based on the addition of points for recommendations that have been followed up.

Parts ACGS	Number of Criteria	2025	2024
		% Implemented (Not Adopted)	% Implemented (Not Adopted)
Rights and Equitable Treatment of Shareholders	30	**95.45**	81.82
Sustainability and Resilience	22	**100.00**	90.48
Disclosure and Transparency	34	**77.42**	74.19
Responsibility of the Boards	63	**98.39**	87.10
Bonus	18	**70.59**	35.29
Penalty	26	**100.00**	96.15
Total	**193**	87.54	**81.01**

Projected 2025 Score
87.54%

2024 Score
81.01%

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EFFORTS TO IMPROVE THE QUALITY OF GCG IMPLEMENTATION

As a follow-up to measuring the GCG implementation for the 2024 fiscal year, the Company will continuously improve and increase the GCG implementation in 2025 through the following steps:

Pancek

Implementing the Anti-Bribery Management System ("SMAP") – Corruption Prevention Guidelines ("PANCEK") from the Corruption Eradication Commission (KPK). PANCEK is a guideline developed by KPK as a way to prevent corruption that is voluntary and does not require certification. The PANCEK assessment consists of 79 (seventy-nine) indicators that must be completed, namely Commitment, Planning, Implementation, Evaluation, Improvement and Response. Based on the evaluation and verification by the KPK Team on the implementation, the Company obtained very good results with an achievement of 92.83.

For 2025, the Company focused on several strategic steps for implementing GCG, which are further described in the following points:

Integrated Governance ("TKT")

Based on the Minister of SOEs Regulation No. PER-2/MBU/03/2023 concerning Guidelines for Governance and Significant Corporate Activities of SOEs, the Company is required to implement Integrated Governance ("TKT"). The implementation of TKT is expected to improve the quality of governance implementation between the Parent Company and Subsidiaries in an integrated manner through increased transparency and harmonization. Referring to the provisions for measuring and mapping the size and complexity, INALUM is in the Systemic A risk classification quadrant with an individual category. Based on this measurement, the Company then fulfills the risk management organ and adjusts the affected policies/regulations. Furthermore, the Company has made adjustments to support the implementation of TKT as a whole. In 2025, the Company will focus on harmonizing the implementation of TKT in consolidated Subsidiaries starting with the implementation of the "Joint Governance Agreement".

SOCIALIZATION OF GCG IMPLEMENTATION WITHIN THE COMPANY

To increase understanding of GCG implementation within INALUM, the Company consistently holds outreach every year. This GCG socialization is carried out to increase INALUM personnel understanding of the importance of implementing GCG, and to build awareness in the Company personnel to always apply GCG principles when carrying out their duties and functions.

The Company carried out socialization and training activities related to GCG and compliance for all INALUM employees throughout 2025, including the following activities:

Date	Training Activities
August 19, 2025	Socialization of Good Corporate Governance with in the Company
June 30, 2025	Presentation of GCG Implementation
December 12, 2025	Appeal for Prohibition of Gratification
December 23, 2025	Governance & Ethics Talk: Business Judgment Rules (BJR) in Decision Making

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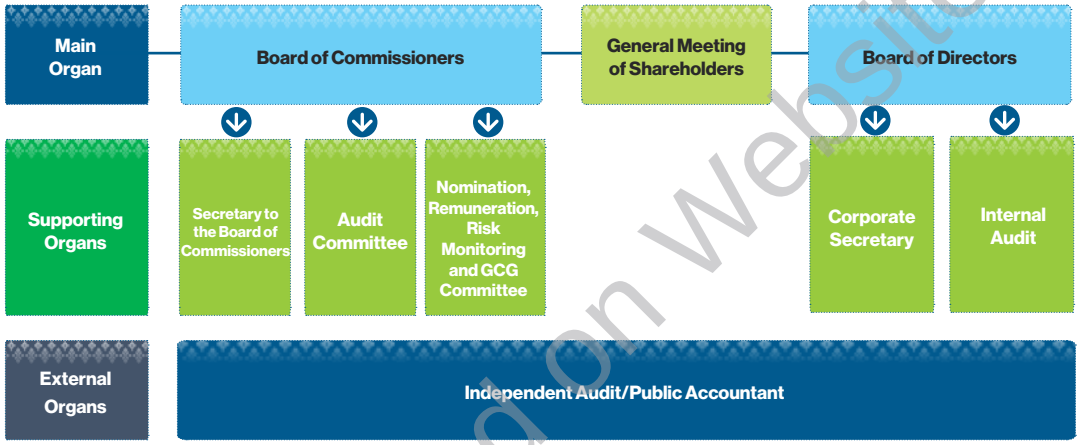
Good Corporate Governance Structure

When implementing good governance, INALUM adheres to the principles established in applicable regulations. Based on Law No. 40 of 2007 concerning Limited Liability Companies, the Company's governance structure comprises three main organs: the General Meeting of Shareholders (GMS), the Board of Commissioners, and the Board of Directors.

The Board of Commissioners has the authority to establish supporting committees to ensure effective supervision and policies aligned with its duties. In accordance with the Corporate Governance Guidelines, the Board of Commissioners' supporting committees include the Secretary to the Board of Commissioners, the Audit Committee, and the Nomination, Remuneration, Risk Monitoring, and GCG Committee.

While, the Board of Directors is responsible for managing the Company's operations, with support from the Corporate Secretary and Internal Audit, who play a role in maintaining compliance and the effectiveness of the internal control system.



Corporate governance is designed to ensure management aligns with GCG principles, and has been strengthened by Company organs, such as the General Meeting of Shareholders (GMS), the Board of Commissioners, the Board of Directors, and other supporting organs. Consistent implementation aims to maintain long-term business sustainability and increase value for shareholders and other stakeholders. Each company organ carries out its functions and responsibilities transparently and fairly, ensuring there are no conflicts of interest when carrying out their duties.

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Shareholders and General Meeting of Shareholders

COMPANY SHAREHOLDERS

Shareholders are individuals or legal entities that legally own shares in the Company. They are not authorized to interfere with the functions, duties, and authorities of the Board of Commissioners and Board of Directors. INALUM's share ownership structure consists of the Republic of Indonesia, with 1 (one) Series A Dwiwarna share, and the remaining 13,087,325 Series B shares owned by PT Mineral Industri Indonesia (Persero). Shareholders, through the GMS, have the authority to exercise their rights in accordance with the Company's Articles of Association and applicable laws and regulations.

In accordance with Government Regulation No. 41 of 2003 concerning Delegation of the Position, Duties and Authority of the Minister of Finance in Public Companies (Persero), Public Companies (Perum) and Service Companies (Perjan) to the Minister of State for State-Owned Enterprises, and Law No. 19 of 2003 concerning State-Owned Enterprises and the State Gazette of the Republic of Indonesia; The Majority/Controlling Shareholder of the Company is the Ministry of State-Owned Enterprises (BUMN). Further information regarding the structure and details of the Majority and Controlling Shareholders can be found in the "Shareholder Composition" section of the Company Profile.

SHAREHOLDERS RIGHTS

The Company is committed to consistently protecting the rights of Shareholders in accordance with the provisions set forth in the Articles of Association and the Corporate Governance Policy (GCG Code). Shareholder rights include:

1. Shareholders may request the holding of a GMS;
2. During the GMS, shareholders have the right to obtain information on the meeting agenda and related materials, provided they do not conflict with the Company's interests;
3. Receive stock dividends under the terms and conditions stipulated in the GMS resolutions;
4. Participate in decision-making at the GMS in accordance with the applicable terms and conditions and the GMS Rules of Procedure;
5. Receive information regarding the GMS Rules of Procedure and voting procedures at the GMS.

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General Meeting of Shareholders

The General Meeting of Shareholders (GMS) holds the highest authority within INALUM's governance structure and cannot be replaced by any other party, in accordance with applicable laws and regulations. The GMS serves as a forum for Shareholders to participate in the Company's development through resolutions and directives conveyed at the meeting.

The GMS is divided into Annual GMS and Extraordinary GMS. An Annual GMS must be held at least once a year, no later than six months after the end of the fiscal year. While, an Extraordinary GMS may be held at any time according to the needs, interests, and urgency of the Company to discuss and decide on specific agenda items. However, key agenda items such as the annual report, financial statements, and the use of profits are specifically discussed only at the Annual GMS.

In addition, the Company's Shareholders also use a Circular Decision mechanism, which allows shareholders to make decisions outside of the GMS. Circular Decisions have the same legal force as GMS Decisions, provided all shareholders provide written approval for the proposals to be resolved in the Circular Decision. This is in accordance with Article 91 of Law No. 40 of 2007 concerning Limited Liability Companies.

As stated in the Company's Articles of Association, Shareholders have the authority to approve every GMS agenda, including remuneration at the GMS.

GMS AUTHORITIES

The Company's GMS authority, in accordance with Law No. 40 of 2007 concerning Limited Liability Companies, and the Company's Articles of Association, explains the authority granted to the GMS that is not granted to the Board of Commissioners and Board of Directors, including:

1. Evaluating the Board of Commissioners and the Board of Directors performance;
2. Approving amendments to the Articles of Association;
3. Approving the Board of Directors' Report, the Board of Commissioners' Supervisory Duties Report and the Company's Financial Statements;
4. Determining the allocation of profit use;
5. Appointing and determining the fees for the public accountant services;
6. Determining the amount and type of management compensation and facilities;
7. Approving the Annual Report including the Company's Financial Statements and the Company's Board of Commissioners Supervisory Duties Report, and providing release and discharge of responsibility (acquit et decharge) to members of the Board of Directors and Board of Commissioners for their respective management and supervisory actions;
8. Granting power and authority to the Board of Directors to determine and pay a final dividend;
9. Making decisions on the organizational structure including changes to the Articles of Association, mergers, consolidations, separations, and the dissolution and liquidation of the Company. Appointing and/or changing the Board of Directors and Board of Commissioners membership composition;
10. Determining remuneration, including: salaries, other allowances and honorarium for the Company's Board of Board of Directors and Board of Commissioners;
11. Granting approval for transactions containing conflicts of interest;
12. Granting power and authority to the Board of Commissioners to appoint a Public Accounting Firm (KAP) by considering the Audit Committee recommendations.

PROCEDURES FOR HOLDING A GMS

The GMS at INALUM is conducted through a series of stages established by applicable regulations. Each stage involves planning time and providing necessary materials to ensure the smooth running of the GMS. The standard steps followed in the GMS process at the Company include:

1. The GMS is held in Indonesian;
2. The GMS is led by one of the Shareholders or the Board of Commissioners appointed by the Shareholders;
3. The GMS quorum is determined in accordance with the Articles of Association.
4. All GMS agendas are discussed and deliberated continuously;
5. After finishing each GMS agenda discussion, the GMS Chairperson will provide an opportunity for Shareholders or their proxies to submit questions, opinions, proposals, or suggestions before voting is held on matters related to the GMS agenda being discussed;
6. Those entitled to submit questions and/or opinions in the GMS include the Company's Shareholders or their authorized proxies whose names are recorded in the Company's Shareholders Register one day before the date of the GMS Invitation;
7. Questions:
   a. Shareholders who wish to ask questions are invited to raise their hands and submit their questions after being invited by the Chairperson of the GMS;
   b. After the questioner asks a question, the Chairperson of the GMS will answer or respond to it;
   c. Questions that will be answered include questions that are directly related to the GMS agenda.

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8. Voting Rights:
   a. Only the Company's Shareholders whose names are registered in the Company's Shareholders Register one day before the date of the Invitation or their proxies are entitled to cast a vote;
   b. Each share entitles its holder to cast 1 (one) vote.
9. Meeting resolutions are made by deliberation to reach consensus. If deliberation to reach consensus is not achieved, a vote will be taken;
10. At the beginning of the meeting, the Chairman of the Meeting provides an opportunity to Shareholders to ask questions or opinions, as well as the voting mechanism (if required).

IMPLEMENTATION OF THE GMS IN 2025

In 2025, the Company held one Annual General Meeting of Shareholders (AGMS) for the 2024 Fiscal Year and 3 (three) Circular Resolutions outside the GMS, as detailed below:

Implementation of the AGMS

Day/Date :	June 12 , 2025
Time :	10.20 WIB
Place :	Hotel Borobudur, Jakarta
Attending Parties :	Assistant Deputy for Mineral and Coal Industry, Ministry of State-Owned Enterprises: Muhammad Khoerur Rizqin, acting as the Attorney-in-Charge for and on behalf of the Minister of State-Owned Enterprises as the State Shareholder of the Republic of Indonesia. Deputy President Director of PT Mineral Industri Indonesia (Persero): Dany Amrul Ichdan, acting as the Attorney-in-Charge for and by the President Director of PT Mineral Industri Indonesia (Persero). **Board of Directors** President Director: Melati Sarnita Director of Strategic Support & Human Capital: Benny Alexander F.D. Wiwoho Director of Operations: Ivan Ermisyam Director of Business Development: Arif Haendra Director of Finance: Ramadi Ken Permana **Board of Commissioners** President Commissioner concurrently Independent Commissioner: Musa Bangun Independent Commissioner: Hari Soebagijo Commissioner: Indra Simarta Commissioner: Kardwiyana Ukar Commissioner: Ali Said
Information on the absence of the Commissioners and Directors at the GMS :	All Directors and Commissioners were present.
Independent Parties Present :	Dewi Indrayani, S.H., M.Kn.

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The Company has appointed an independent party, Notaris Dewi Indrayani, S.H., M.Kn., to record the Meeting proceedings and validate the Meeting's resolutions in accordance with applicable regulations.

The agenda items, including the resolutions of the 2024 Annual General Meeting of Shareholders, held on June 12, 2025, in Jakarta. During the GMS, the President Commissioner opened a question-and-answer session and provided opportunities for shareholders to submit questions or comments. However, no questions or responses were received. Further details of the GMS resolutions and follow-up actions by Management are shown below.

Meeting Agenda Item 1	To approve the Company's Annual Report and Ratify the Company's Consolidated Financial Statements, To approve the Board of Commissioners' Supervisory Report, and Ratify the Financial Statements of the Micro and Small Enterprise Funding Program (PUMK) for the 2024 (two thousand twenty-four) Fiscal Year, as well as grant full release and discharge (volledig acquit et de charge) to the Board of Directors for their management of the Company and the Board of Commissioners for their supervisory actions carried out during the 2024 (two thousand twenty-four) Fiscal Year.

Resolution	1. Approved the Company's Annual Report, including the Company's Board of Commissioners Supervisory Report for the Fiscal Year 2024 (two thousand twenty-four), ending December 31, 2024 (two thousand twenty-four). 2. Ratified: a. The Consolidated Financial Statements for the Fiscal Year 2024 (two thousand twenty-four), ending December 31, 2024 (two thousand twenty-four), audited by the Public Accounting Firm Amir Abadi Jusuf, Aryanto, Mawar & Rekan (a member of the RSM global network) in accordance with their Report No. 00459/2.1030/AU.1/04/1481-1/1/IV/2025 dated April 14, 2025 (two thousand twenty-five), with the opinion "fair in all material respects"; and b. The Financial Report of the Micro and Small Enterprise Funding Program for the 2024 (two thousand twenty-four) Fiscal Year ending on December 31, 2024 (two thousand twenty-four), which was audited by the Public Accounting Firm Amir Abadi Jusuf, Aryanto, Mawar & Rekan (a member of the RSM global network) in accordance with its Report No. 00717/2.1030/AU.2/12/1481-1/0/IV/2025 dated April 28, 2025 (two thousand twenty-five), with the opinion "fair in all material respects." 3. With the approval of the Company's Annual Report, including the Board of Commissioners' Supervisory Report, and the ratification of the Company's Financial Report and the Financial Report of the Micro and Small Enterprise Funding Program (PUMK), for the 2024 (two thousand and twenty-four) Fiscal Year ending on December 31 (thirty-first), 2024 (two thousand and twenty-four), the GMS granted full release and discharge (volledig acquit et de charge) to all members of the Board of Directors for their management of the Company and to all members of the Board of Commissioners for their supervisory actions carried out during the 2024 (two thousand and twenty-four) Fiscal Year ending on December 31 (thirty-first), 2024 (two thousand and twenty-four), as long as their actions did not constitute a criminal offense and/or violate applicable laws and legal procedures, and are reflected in the report books.
Follow-up on Decision	The resolution took effect immediately

Meeting Agenda Item 2	To determine the use of the Company's net profit for the 2024 (two thousand twenty-four) Fiscal Year
Resolution	Determined the use of the current year's profit attributable to the Owners of the Parent Entity for the 2024 (two thousand twenty-four) Fiscal Year, amounting to USD 123,790,466 (one hundred twenty-three million seven hundred ninety thousand four hundred sixty-six United States Dollars), with the entire allocation, or 100% (one hundred percent), as dividends.
Follow-up on Decision	The Company implemented the GMS resolution for the allocation of net profit for the 2024 Fiscal Year, whereby the current year's profit attributable to Owners of the Parent Entity amounting to USD 123,790,466 was allocated in full, or 100%, as dividends. Furthermore, the Company implemented the dividend distribution process to Shareholders in accordance with applicable regulations, including determining the dividend payment schedule and implementing payments to Shareholders in accordance with the Company's shareholding composition.

Meeting Agenda Item 3	To determine the Remuneration (salary/honorarium, facilities, and allowances) for 2025 (two thousand twenty-five) and Tantiem for 2024 (two thousand twenty-four) Fiscal Year for the Company's Board of Directors and Board of Commissioners.
Resolution	1. Granted authority and power to PT MINERAL INDUSTRI INDONESIA (PERSERO), as the Company's Majority Shareholder of Series B Shares, after first consulting with the Series A Dwiwarna Shareholder, to determine the members of the Board of Commissioners: a. Tantiem/Performance Incentives/Special Incentives for the 2024 (two thousand twenty-four) Fiscal Year and/or Long-Term Incentives for the 2025–2027 (two thousand twenty-five to two thousand twenty-seven) Period, in accordance with applicable regulations; and b. Honorarium, including allowances and facilities for the 2025 (two thousand twenty-five) Fiscal Year. 2. Granted authority and power to the Company's Board of Commissioners, with prior written approval from PT MINERAL INDUSTRI INDONESIA (PERSERO), as the Company's Majority Shareholder of Series B Shares, after consulting with the Series A Dwiwarna Shareholder, to determine for the Board of Directors: a. Tantiem/Performance Incentives/Special Incentives for the 2024 (two thousand twenty-four) Fiscal Year and/or Long-Term Incentives for the 2025–2027 (two thousand twenty-five to two thousand twenty-seven) Period, in accordance with applicable regulations; and b. Salaries, including allowances and facilities for the 2025 (two thousand twenty-five) Fiscal Year.
Follow-up on Decision	Remuneration has been paid, while the tantiem awaits directives from the shareholders.

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Meeting Agenda Item 4	To approve the appointment of a Public Accounting Firm (KAP) to audit the Financial Statements of the Company and the Micro and Small Enterprise Funding Program Unit for the 2025 (two thousand and twenty-five) Fiscal Year.
Resolution	1. Delegated authority to the Board of Commissioners, in prior coordination with the Majority Series B Shareholder, to appoint a Public Accounting Firm to conduct an Audit of the Consolidated Financial Statements for the 2025 (two thousand twenty-five) Fiscal Year, an Audit of PSA 62 Compliance, an Audit of the Financial Statements for Micro and Small Business Funding related to the Social and Environmental Responsibility Program, and Implemented Agreed-Upon Procedures for the Report on the Evaluation Results of Corporate and Individual KPI Performance for the 2025 (two thousand twenty-five) Fiscal Year; as well as other reports for the 2025 (two thousand twenty-five) Fiscal Year. 2. Delegated authority to the Company's Board of Commissioners to determine the amount of audit fees for the Public Accounting Firm as approved in decision No. 1 above, as well as any additional work scope and other requirements reasonable for the Public Accounting Firm; 3. Delegated authority to the Company's Board of Commissioners, in prior coordination with the Majority Shareholder of Series B Shares, to: a. Appoint a Replacement Public Accountant and/or Public Accounting Firm if the appointed Public Accounting Firm is unable to continue or perform its duties for any reason; and b. Determine the conditions, requirements for appointment, and honorarium for the Replacement Public Accounting Firm.
Follow-up on Decision	Letter No. KOM-54/S/2025 dated September 22, 2025, was received from the Board of Commissioners, in which the Board of Commissioners appointed the Public Accounting Firm (KAP) Purwanto Susanti and Surja (EY) as the KAP to conduct an audit of the consolidated financial statements of INALUM and its subsidiaries for the 2025 Fiscal year and/or other periods in 2025, a PSA 62 Compliance Audit, an Audit of the Financial Statements of the Micro and Small Business Funding Program related to the Social and Environmental Responsibility Program, and the Implementation of Agreed-Upon Procedures for the Corporate and Individual KPI Performance Evaluation Report for the 2025 Fiscal Year, as well as other reports in the 2025 Fiscal year.

During 2025, there were also Shareholder decisions outside the GMS mechanism or Shareholder Circular Resolutions, as follows:

a. Approval of the 2025 Work Plan and Budget of PT Indonesia Asahan Aluminium, as conveyed through Letter from the Director of Portfolio and Business Development of PT Mineral Industri Indonesia (Persero) No. 015/E.DIRPPU/I/2025 dated January 30, 2025.
b. Decree of the Minister of State-Owned Enterprises and the President Director of PT Mineral Industri Indonesia (Persero) as Shareholders of PT Indonesia Asahan Aluminium, No. SK-145/MBU/06/2025, Number: SK-011I/DIR/2025 concerning the Dismissal, Transfer of Duties, and Appointment of Members of the Board of Directors of PT Indonesia Asahan Aluminium, Minister of State-Owned Enterprises and the President Director of PT Mineral Industri Indonesia (Persero) as Shareholders of PT Indonesia Asahan Aluminium.

Decision:

Determined:

The Minister of State-Owned Enterprises Decree and the President Director of PT Mineral Industri Indonesia, as shareholders of INALUM, concerning the Dismissal, Transfer of Duties, and Appointment of Members of the Board of Directors of INALUM.

First:

Confirmed the honorable dismissal of Devi Pradnya Paramita as Director of Finance of INALUM, who was appointed based on the Minister of State-Owned Enterprises Decree No. SK-355/MBU/10/2021 dated October 28, 2021, effective November 25, 2024, with gratitude for all contributions made during her tenure.

Second:

The honorabl dismissal of Ilhamsyah Mahendra as President Director of INALUM, who was appointed based on the Shareholders of PT Indonesia Asahan Aluminium (Persero) Circular Decree No. 215/E.DIRUT/VII/2024 dated July 16, 2024, with gratitude for all contributions, energy, and ideas during his tenure.

Third:

The transfer of assignment of Melati Sarnita, who was appointed based on Notarial Deed No. 63 dated June 16, 2023, originally as Director of Business Development, to President Director of INALUM, with a term of office continuing the remainder of her term as stated in the Notarial Deed.

Fourth:

Appointed the following names as members of the Board of Directors of INALUM:
- Mr. Ken Permana – as Director of Finance;
- Mr. Arif Haendra – as Director of Business Development.

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Fifth:

The term of office for the members of the Board of Directors appointed as referred to in the FOURTH Dictum of this Decision is in accordance with the provisions of the Articles of Association of INALUM, without prejudice to the right of the General Meeting of Shareholders to dismiss them at any time.

Sixth:

For members of the Board of Directors appointed as referred to in the FOURTH Dictum of this Decree who are still holding other positions prohibited by law from concurrently holding the position of Director of a State-Owned Enterprise Subsidiary, they must resign or be dismissed from their positions.

Seventh:

The Board of Directors of INALUM is authorized, with the right of substitution, to declare the decisions made in this Decree in authentic form before a notary or authorized official.

Eighth:

This decision shall come into effect on the date of its stipulation, namely the date the last Shareholder signs it. If any errors are found later, they will be corrected as necessary.

Decree of the Minister of State-Owned Enterprises and the President Director of PT Mineral Industri Indonesia as Shareholders of INALUM No: SK-146/MBU/06/2025, No: SK-012I/DIR/2025 concerning the Dismissal, Transfer of Duties, and Appointment of Members of the Board of Commissioners of PT Indonesia Asahan Aluminium Minister of State-Owned Enterprises and the President Director of PT Mineral Industri Indonesia as Shareholders of PT Indonesia Asahan Aluminium.

Decision:

Determined:

Decree of the Minister of State-Owned Enterprises and the President Director of PT Mineral Industri Indonesia, as Shareholders of INALUM, concerning the Dismissal and Appointment of Members of the Board of Commissioners of INALUM.

First:

Honorably dismissed the following individuals as members of the Board of Commissioners of INALUM:
- Martuani Sormin – as Independent Commissioner;
- Ahmad Erani Yustika – as Commissioner;

who were appointed respectively based on Decree of the Minister of State-Owned Enterprises and the President Director of PT Mineral Industri Indonesia (Persero) No. SK-356/MBU/10/2021 dated October 28, 2021, and Notarial Deed No. 74 dated April 14, 2023, with gratitude for all their contributions of energy and thought during their tenure.

Second:

Appointed the following as members of the Board of Commissioners of INALUM:
- Kardwiyana Ukar – as Commissioner;
- Ali Said – as Commissioner.

Third:

The term of office for members of the Board of Commissioners appointed as referred to in the SECOND Dictum of this Decision shall be in accordance with the provisions of the Articles of Association of INALUM, without prejudice to the right of the General Meeting of Shareholders to dismiss them at any time.

Fourth:

For members of the Board of Commissioners appointed as referred to in the SECOND Dictum of this Decree who are still holding other positions prohibited by law from concurrently holding the position of Board of Commissioners of a State-Owned Enterprise Subsidiary, the relevant person must resign or be dismissed from that position.

Fifth:

Granted the Board of Directors of INALUM, with the right of substitution, the authority to declare the decisions made in this Decree in authentic form before a notary or authorized official.

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Sixth :
This decision shall come into effect on the date of its stipulation, namely the date the last Shareholder signs it. If any errors are found later, they will be corrected as necessary.

All Shareholder Decisions outside the GMS mechanism or Shareholder Circular Resolutions were implemented in 2025.

Implementation of the Extraordinary GMS

In 2025, there were no Extraordinary GMS.

IMPLEMENTATION OF GMS IN PREVIOUS YEARS

In 2024, the Company held one Annual GMS for the 2023 Fiscal Year and three Circular Resolutions of Shareholders. All resolutions of the Annual GMS and Circular Resolutions were followed up in 2024.

The resolutions of the Annual GMS and Circular Resolutions of Shareholders were as follows:

Annual GMS for the 2023 Fiscal Year

Agenda Item 1	1. Approved the Company's Annual Report including the Company's Board of Commissioners Supervisory Report for the Fiscal Year 2023 (two thousand twenty three) ending on 31 (thirty one) December 2023 (two thousand twenty three). 2. Ratified: a. The Company's Consolidated Financial Statements for the Fiscal Year 2023 (two thousand twenty three) ending on 31 (thirty one) December 2023 (two thousand twenty three), which were audited by the Public Accounting Firm Tanudiredja, Wibisana, Rintis & Rekan (PwC Indonesia) in accordance with their report No. 00603/2.1025/AU.1/04/1130-2/1/IV/2024 dated 8 (eight) April 2024 (two thousand twenty four) with the opinion "fair in all material respects". b. Financial Report of Micro and Small Business Funding Program for Fiscal Year 2023 (two thousand twenty three). c. Company's Consolidated Financial Report for Fiscal Year 2023 (two thousand twenty three) ending on 31 (thirty one) December 2023 (two thousand twenty three), which were audited by Public Accounting Firm Tanudiredja, Wibisana, Rintis & Rekan (PwC Indonesia) in accordance with their report number: 00702/2.1025/AU.2/04/1130-2/1/IV/2024 dated 23 (twenty third) April 2024 (two thousand twenty four) with the opinion "fair in all material respects". 3. With the approval of the Company's Annual Report including the Board of Commissioners' Supervisory Task Report, and the ratification of the Company's Financial Report and the Financial Report of the Micro and Small Business Funding Program (PUMK), for the Fiscal Year 2023 (two thousand twenty three) ending on 31 (thirty one) December 2023 (two thousand twenty three), the GMS granted full discharge and release of responsibility (volledig acquit et de charge) to the Company's Board of Directors for their management actions, and to the Company's Board of Commissioners for their supervisory actions in the Company carried out during the Fiscal Year 2023 (two thousand twenty three) ending on 31 (thirty one) December 2023 (two thousand twenty three), as long as their actions did not constitute a criminal act and are reflected in the Company's Report books.
Agenda Item 2	Determined the use of the current year profit that can be distributed to the Owners of the Parent Entity for the Fiscal Year 2023 (two thousand twenty three) amounting to USD404,780,174 (Four Hundred Four Million Seven Hundred Eighty Thousand One Hundred Seventy Four US Dollars), with the following allocation: 1. Dividends of 50% (fifty percent) or USD202,390,087 (two hundred two million three hundred ninety thousand eighty seven US Dollars); and 2. The remaining 50% (fifty percent) or USD202,390,087 (two hundred two million three hundred ninety thousand eighty seven US Dollars) as retained earnings.
Agenda Item 3	1. Granted authority and power to PT Mineral Industri Indonesia (Persero) as the Company's Major Series B Shareholder by first consulting with the Dwiwarna Series A Shareholder to determine for the Members of the Board of Commissioners: a. Tantiem/Performance Incentive/Special Incentive for the 2023 (two thousand twenty three) Fiscal Year performance and/or Long-Term Incentive for the 2024-2026 (two thousand twenty four to two thousand twenty six) Period, in accordance with applicable provisions; and b. Honorarium, allowances, and facilities for the 2024 (two thousand twenty four) Fiscal Year. 2. Granted authority and power to the Company's Board of Commissioners by first obtaining written approval from PT Mineral Industri Indonesia (Persero) as the Company's Major Series B Shareholder after consulting with the Dwiwarna Series A Shareholder to determine for the Members of the Board of Directors: a. Tantiem/Performance Incentive/Special Incentive for the performance of the 2023 (two thousand twenty three) Fiscal Year and/or Long-Term Incentive for the 2024-2026 (two thousand twenty four to two thousand twenty six) Period, in accordance with applicable provisions; and b. Salary, allowances, and facilities for the 2024 (two thousand twenty four) Fiscal Year.

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Agenda Item 4	1. To authorize the Board of Commissioners of the Company with prior written approval from the Series A Dwiwarna Shareholders to: a. Appointed a Public Accountant and/or Public Accounting Firm to conduct an audit of the Company's Consolidated Financial Statements for the Fiscal Year 2024 (two thousand twenty four) and/or other periods in the Fiscal Year 2024 (two thousand twenty four), the Financial Statements of the Micro and Small Business Funding Program (PUMK) for the Fiscal Year 2024 (two thousand twenty four), and other audits deemed necessary in accordance with applicable provisions. b. Determined the audit service fees and other requirements for the Public Accountant and/or Public Accounting Firm, and appointed a Replacement Public Accountant and/or Public Accounting Firm in the event that the selected Public Accountant and/or Public Accounting Firm, for whatever reason, cannot complete the audit services for the Company's Consolidated Financial Statements for the Fiscal Year 2024 (two thousand twenty four) and/or other periods in the Fiscal Year 2024 (two thousand twenty four), the Financial Statements of the Micro and Small Business Funding Program for the Fiscal Year 2024 (two thousand twenty four), and other reports from the Company, including determining the audit service fees and other requirements for the Replacement Public Accountant and/or Public Accounting Firm. 2. The Company's Board of Commissioners must first obtain a recommendation from the Company's Major Series B Shareholder before requesting approval from the Series A Dwiwarna Shareholder as in number 1 (one) above.

Shareholder Decisions outside the GMS mechanism

In 2024, there were also Shareholder Decisions outside the GMS mechanism, or Circular Shareholder Decisions, with the following information:

1. Circular Decision to Determine the Company's Work Plan and Budget (RKAP) 2024 No: 019/E.DIRPU/I/2024 dated January 29, 2024.
2. Circular Decision of the Shareholders of PT Indonesia Asahan Aluminium ("Company") regarding Changes in the Company's Management Composition No: 215/E.DIRUT/VII/2024 dated July 16, 2024.
3. Minister of State-Owned Enterprises Decree and the President Director of PT Mineral Industri Indonesia (Persero) as Shareholders of PT Indonesia Asahan Aluminium No. SK-186/MBU/07/2024, No. SK-014/DIR/2024 Concerning the Dismissal and Appointment of Members of the Board of Commissioners of PT Indonesia Asahan Aluminium.

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Board of Commissioners

The Board of Commissioners is one of the main corporate governance organs. It carries out general and/or specific supervision based on the Company's Articles of Association. It also provides advice to the Board of Directors and ensures the Company has implemented GCG at every level of the organization. The Board of Commissioners also ensures that the Company conducts its business activities in accordance with its stated aims and objectives.

The Board of Commissioners is required to act independently and responsibly in supervising the Company's operational policies, referring to the implementation of the strategies and business plans outlined in the Company's Work Plan and Budget and Shareholder Directives, as approved by the Shareholders. The Board of Commissioners is also responsible for ensuring the Company's compliance with all applicable laws and regulations.

BOARD OF COMMISSIONERS APPOINTMENT PROCEDURE

The appointment procedure for the Company's Board of Commissioners begins with the identification of potential candidates, recruitment, assessment, and proposals for appointment. When appointing the Board of Commissioners, Shareholders consider the criteria and requirements for prospective members of the Board of Commissioners based on the assessment results by the Evaluation Team and a brief overview of the relevant track record. This refers to the Minister of State-Owned Enterprises Regulation No. PER-3/MBU/03/2023 of 2023 concerning the Minister of State-Owned Enterprises Regulation concerning the Organs and Human Capital in State-Owned Enterprises. All members of the Company's Board of Commissioners have met the general requirements, including expertise, integrity, leadership, honesty, good conduct, and a high dedication to advancing and developing the Company, as well as applicable regulations.

BOARD OF COMMISSIONERS CHARTER

When carrying out their duties and functions, the Board of Commissioners refers to the Board of Commissioners Charter, which regulates the Rules of Procedure and Procedures for Carrying Out the Work of the Board of Commissioners. This Charter was prepared based on applicable laws and regulations and was ratified in June 2024. The Board of Commissioners Charter includes:

1. Basic principles of the working relationship between the Board of Commissioners and the Board of Directors;
2. Legal Basis;
3. General provisions related to the positions of members of the Board of Commissioners;
4. Duties, authorities and obligations of Board of Commissioners members;
5. Policy on division of duties between Board of Commissioners members;
6. Board of Commissioners Meeting Policies;
7. Board of Commissioners' Supporting organs;
8. Policies related to supervision carried out by the Board of Commissioners.

BOARD OF COMMISSIONERS' TERM OF OFFICE

The term of office for the Board of Commissioners is effective from the date determined by the GMS until the closing of the fifth Annual GMS following the date of appointment. Members may be reappointed for one subsequent term. However, the GMS can decide to dismiss them at any time based on certain considerations, including:

1. They are unable to carry out their duties properly;
2. They have failed to adhere to the provisions of statutory regulations and/or the provisions of the Articles of Association;
3. They have been involved in actions that are detrimental to the Company and/or the State;
4. They have carried out actions that violate the ethics and/or propriety that should be respected as a member of the BUMN Board of Commissioners;
5. They have been found guilty by a court decision which has permanent legal force;
6. They have resigned.

MEMBERS OF THE BOARD OF COMMISSIONERS' RESIGNATION AND DISMISSAL MECHANISM

In accordance with applicable regulations, members of the Board of Commissioners are appointed by the GMS and can be dismissed at any time based on a GMS resolution, stating the reasons. The proposed dismissal of a member of the Board of Commissioners has to be notified to the relevant member of the Board of Commissioners, either verbally or in writing, by the Shareholders.

The decision to dismiss a member of the Board of Commissioners is made after the individual concerned has been given the opportunity to defend themselves. If the dismissal is made outside the GMS, the defense must be submitted in writing to the Shareholders within 14 (fourteen) days of the notification to the Board of Commissioners member concerned.

In addition, a member of the Board of Commissioners also has the right to resign from their position by notifying the Company in writing of their intention, with a copy sent to the Shareholders, other members of the Board of Commissioners, and the Board of Directors, no later than 30 (thirty) days prior to the date of his/her resignation. If the resignation letter states an effective date less than 30 (thirty) days from the date the letter is received, it is deemed not to have stated an effective date.

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If, by the date requested by the member of the Board of Commissioners concerned, or within 30 (thirty) days from the date the resignation letter is received, in the event that no effective date of resignation is stated, and there is no decision from the GMS, then the member of the Board of Commissioners concerned will automatically resign on the date requested above or upon the expiration of 30 (thirty) days from the date the resignation letter is received without requiring GMS approval.

BOARD OF COMMISSIONERS' NUMBER, COMPOSITION, AND STRUCTURE IN 2025

In 2025, there were changes to the Board of Commissioners composition in line with shareholder decisions. The following shows the chronology of changes to the Board of Commissioners composition throughout 2025, and the Board of Commissioners composition as of December 31, 2025.

Chronology of Changes in the Board of Commissioners Composition in 2025

Period: January 1, 2025, to June 10, 2025	Period: June 10, 2025, to December 31, 2025	Reason for Change
Musa Bangun, President Commissioner concurrently Independent Commissioner	Musa Bangun, President Commissioner concurrently Independent Commissioner	-
Ahmad Erani Yustika, Commissioner	-	Honorably dismissed based on SK-146/MBU/06/2025 and SK-012/DIR/2025
Martuani Sormin, Independent Commissioner	-	Honorably dismissed based on SK-146/MBU/06/2025 and SK-012/DIR/2025
Indra Simarta, Commissioner	Indra Simarta, Commissioner	-
Hari Soebagijo, Independent Commissioner	Hari Soebagijo, Independent Commissioner	-
-	Ali Said, Commissioner	Appointed based on SK-146/MBU/06/2025 and SK-012/DIR/2025
-	Kardwiyana Ukar, Commissioner	Appointed based on SK-146/MBU/06/2025 and SK-012/DIR/2025

Board of Commissioners' Composition as of December 31, 2025

Name	Position	Basis of Appointment	Term of Office	Period in Office
Musa Bangun	President Commissioner concurrently Independent Commissioner	Appointed for the first time as President Commissioner and Independent Commissioner of the Company based on the Joint Decree of the Minister of BUMN and the President Director of PT Mineral Industri Indonesia (Persero) No. SK-186/MBU/07/2024, and Decree No. SK-014/DIR/2024, as Shareholders of PT Indonesia Asahan Aluminium, dated July 23, 2024.	July 23, 2024 - 2029 GMS	1st
Indra Simarta	Commissioner	Appointed for the first time as a Commissioner of the Company based on the Circular Decision of the Shareholders of PT Indonesia Asahan Aluminium, based on Letter from the President Director of PT Mineral Industri Indonesia No. 215/E. DIRUT/VII/2024 dated July 16, 2024.	July 16, 2024 - 2029 GMS	1st
Hari Soebagijo	Independent Commissioner	Appointed for the first time as a Commissioner of the Company based on the Circular Decision of the Shareholders of PT Indonesia Asahan Aluminium, based on Letter from the President Director of PT Mineral Industri Indonesia No. 215/E. DIRUT/VII/2024 dated July 16, 2024.	July 16, 2024 - 2029 GMS	1st
Ali Said	Commissioner	Appointed for the first time as Commissioner of the Company based on the Circular Decision of Shareholders of PT Indonesia Asahan Aluminium, based on Letter from the President Director of PT Mineral Industri Indonesia Number SK-012/DIR/2025 dated June 10, 2025.	June 10, 2025 - 2030 GMS	1st
Kardwiyana Ukar	Commissioner	Appointed for the first time as Commissioner of the Company based on the Circular Decision of Shareholders of PT Indonesia Asahan Aluminium, based on Letter from the President Director of PT Mineral Industri Indonesia Number SK-012/DIR/2025 dated June 10, 2025.	June 10, 2025 - 2030 GMS	1st

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DUTIES AND RESPONSIBILITIES

The Board of Commissioners is a council, and each member of the Board of Commissioners cannot act independently but rather based on the Board of Commissioners' decisions. As stipulated in the Board of Commissioners Charter and the Company's Articles of Association, the Board of Commissioners' duties and responsibilities are to:

1. Provide advice to the Board of Directors in carrying out the management of the Company;
2. Examine and review and sign the Company's Long Term Plan and Work Plan and Company Budget prepared by the Board of Directors, in accordance with the provisions of the Articles of Association;
3. Provide opinions and suggestions to the GMS on the Company's Long Term Plan and the Company's Work Plan and Budget, and the reasons for the Board of Commissioners signing the RJP and RKAP;
4. Follow developments in the Company's activities, provide opinions and suggestions to the GMS regarding any issues deemed important for the management of the Company;
5. Report immediately to the GMS if there are symptoms of declining Company performance;
6. Examine and review Periodic Reports and Annual Reports prepared by the Board of Directors and sign the Annual Report;
7. Provide explanations, opinions and suggestions to the GMS regarding8. the Annual Report, if requested;
8. Prepare an annual work program and include it in the RKAP
9. Establish an Audit Committee;
10. Propose a Public Accountant to the GMS;
11. Prepare minutes of the Board of Commissioners meetings and retain a copy;
12. Report to the Company regarding their own and/or their family's share ownership in the Company and other Companies;
13. Provide a report on the supervisory tasks carried out during the previous fiscal year to the GMS;
14. Carry out other obligations related to their supervisory duties and provide advice, as long as it does not conflict with statutory regulations, the Articles of Association, and/or GMS decisions.

RIGHTS AND AUTHORITIES

The Board of Commissioners has the rights and authorities to:

1. View books, letters and other documents, examine cash for verification purposes and other securities and examine the Company's assets;
2. Enter the grounds, buildings and offices used by the Company;
3. Request an explanation from the Board of Directors and/or other officials regarding all issues related to the Company's management;
4. Understand all policies and actions that have been or will be implemented by the Board of Directors;
5. Request the Board of Directors and/or other officials under the Board of Directors with the knowledge of the Board of Directors attend meetings of the Board of Commissioners;
6. Appoint and dismiss the secretary to the Board of Commissioners, if deemed necessary;
7. Temporarily suspend members of the Board of Directors in accordance with the provisions of the articles of association;
8. Establish other committees besides the Audit Committee, if deemed necessary taking into account the Company's capabilities;
9. Use experts for certain matters and within a certain period of time at the Company's expense, if deemed necessary;
10. Carry out actions to manage the Company in certain circumstances for a certain period of time in accordance with the provisions of the Articles of Association;
11. Attend Board of Directors meetings and provide views on matters discussed;
12. Carry out other supervisory authorities so long as it does not conflict with statutory regulations, the Articles of Association, and/or GMS decisions;
13. Provide written approval for the Board of Directors' proposals/actions in accordance with the provisions in the Articles of Association.

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BOARD OF COMMISSIONERS' DIVISION OF DUTIES

To ensure an effective GCG implementation, the Board of Commissioners has established a division of duties among its members. This decision is based on the PT Indonesia Asahan Aluminium Board of Commissioners Decree No. KEP-06/DEKOM/12/2025, with the aim of improving the quality of in-depth understanding of matters under the Board of Commissioners' supervision. The division of duties for each member of the Board of Commissioners is as follows:

Name and Position	Main Duties		Position on the Committee
	PT Indonesia Asahan Aluminium	Subsidiary	
Musa Bangun (President Commissioner concurrently Independent Commissioner)	• Coordinating all members of the Board of Commissioners duties.	All Subsidiaries	Chair of the Nomination, Remuneration, Risk Monitoring, and GCG Committee

Name and Position	Main Duties		Position on the Committee
	PT Indonesia Asahan Aluminium	Subsidiary	
Hari Soebagijo (Independent Commissioner)	• Supervising and providing direction on the audit policies and implementation, operations, and strategic projects. • Supervising and providing direction on internal control systems and management systems, whistleblowing follow-up, and compliance with regulations and agreements with third parties. • Supervising and providing direction on the Company's Annual and Long-Term Business Plans.	PT Sinergi Mitra Lestari	Chair of the Audit Committee and Integrated Governance Committee of PT Mineral Industri Industri Indonesia (Persero)
Indra Simarta (Commissioner)	• Supervising and providing direction in the areas of public communications and stakeholder relations. • Supervising and providing direction in the areas of HC, Nomination, and Remuneration.	PT Industri Baterai Indonesia	Member of the Nomination, Remuneration, Risk Monitoring, and GCG Committee
Ali Said (Commissioner)	• Supervising and providing direction on accounting policies, financial reporting, and information technology. • Supervising and providing direction on the Company's annual and long-term business plans.	PT Indonesia Aluminium Alloy	Member of the Audit Committee
Kardwiyana Ukar (Commissioner)	• Supervising and providing direction in the areas of environmental management and conservation, as well as SER. • Supervising and providing direction in the area of risk management. • Supervising and providing direction on governance policies.	PT Borneo Alumina Indonesia	Member of the Nomination, Remuneration, Risk Monitoring, and GCG Committee

DETAILS OF THE PRESIDENT COMMISSIONER'S DUTIES

1. Coordinating the Board of Commissioners' activities.
2. Leading the Board of Commissioners' Meetings.
3. Signing documents such as: Invitation to the Board of Commissioners' Meeting, Delivery of the Board of Commissioners' Directives, Delivery of the Board of Commissioners' Decrees, and other administrative matters.
4. Providing approval for the Board of Directors' leave.

NEW COMMISSIONERS' COMPANY INTRODUCTION PROGRAM

As stipulated in the Board Manual, the Company is required to conduct an orientation or Introduction program for new Commissioners. The goal is to provide them with knowledge about the Company, particularly concerning their duties and responsibilities as Commissioners and the Company's business processes implemented by the Board of Directors, in order to foster harmonious cooperation with other organs.

The New Commissioner Introduction Program materials includes:
1. Application of GCG principles by the Company.
2. An overview of the Company 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 delegated authority, internal and external audits, and internal control systems and policies, including the Audit Committee;
4. Other corporate matters.

In 2025, INALUM appointed new members of the Board of Commissioners, Ali Said and Kardwiyana Ukar. A company Introduction program was held for them on June 11, 2025.

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BOARD OF COMMISSIONERS' COMPETENCY DEVELOPMENT

The Company understands the importance of improving the competency of its Board of Commissioners so they can optimally carry out their duties and responsibilities. Therefore, training and competency development programs have been organized to ensure a thorough understanding of the Company's core business and applicable regulations.

The Company's Board of Commissioners participated in the following training and competency development programs in 2025:

Name and Position	Type of Education and Training	Education and Training Material	Place/Date	Organizer
Musa Bangun (President Commissioner concurrently Independent Commissioner)	GRC 13th Series	Risk Management Operations in the Mining and Metals Industry	Zoom Meeting, January 14, 2025	MIND ID
	GRC 14th Series	Investment Risk	Zoom Meeting, January 14, 2025	MIND ID
	GRC 15th Series	A Method for Assessing the Impact of Corporate Risk	Zoom Meeting, May 2, 2025	MIND ID
	GRC 16th Series	GRC Perspective on Sustainability in Mining & Metals Industries	Zoom Meeting, May 15, 2025	MIND ID
	GRC 17th Series	Innovation through a Lens of Mature Corporation: Is It Risk or Opportunity?	Zoom Meeting, June 20, 2025	MIND ID
	GRC 18th Series	Beyond The Ore: Unearthing Security Risk in Mining & Metals Industries	Zoom Meeting, July 7 2025	MIND ID
	GRC 19th Series	Future-Proofing MIND ID: Leveraging GRC to Navigate Industry Challenges and Drive Sustainable Growth	Zoom Meeting, August 29, 2025	MIND ID
	GRC 20th Series	Maximizing Social Impact: How GRC Strengthens Community Investment	Zoom Meeting, September 26, 2025	MIND ID
	GRC 21st Series	Climate Resilience & Value Creation: A GRC Approach to Managing Climate Risk	Zoom Meeting, October 24, 2025	MIND ID
	GRC 22nd Series	Strengthening Corporate Image and Managing Communication Risk	Zoom Meeting, November 14, 2025	MIND ID
	GRC 23rd Series	The Role of ICOFR in Enhancing Reliability and Trust in the Mining Industry	Zoom Meeting, December 10, 2025	MIND ID
Ahmad Erani Yustika (Commissioner)	GRC 13th Series	Risk Management Operations in the Mining and Metals Industries	Zoom Meeting, January 14, 2025	MIND ID
	GRC 14th Series	Investment Risk	Zoom Meeting, March 14, 2025	MIND ID
	GRC 15th Series	A Method for Assessing the Impact of Corporate Risk	Zoom Meeting, May 2, 2025	MIND ID
	GRC 16th Series	GRC Perspective on Sustainability in Mining & Metals Industries	Zoom Meeting, May 15, 2025	MIND ID
	Seminar UMKM	Sustainable UMKM Mahasiswa	Surabaya, March 10, 2025	Universitas Airlangga
Martuani Sormin Independent Commissioner)	GRC 13th Series	Risk Management Operations in the Mining and Metals Industries	Zoom Meeting, January 14, 2025	MIND ID
	GRC 14th Series	Investment Risk	Zoom Meeting, January 14, 2025	MIND ID
	GRC 15th Series	A Method for Assessing the Impact of Corporate Risk	Zoom Meeting, May 2, 2025	MIND ID
	GRC 16th Series	GRC Perspective on Sustainability in Mining & Metals Industries	Zoom Meeting, May 15, 2025	MIND ID

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Name and Position	Type of Education and Training	Education and Training Material	Place/Date	Organizer
Indra Simarta (Commissioner)	GRC 13th Series	Risk Management Operations in the Mining and Metals Industries	Zoom Meeting, January 14, 2025	MIND ID
	GRC 14th Series	Investment Risk	Zoom Meeting, January 14, 2025	MIND ID
	GRC 15th Series	A Method for Assessing the Impact of Corporate Risk	Zoom Meeting, May 2, 2025	MIND ID
	GRC 16th Series	GRC Perspective on Sustainability in Mining & Metals Industries	Zoom Meeting, May 15, 2025	MIND ID
	GRC 17th Series	Innovation through a Lens of Mature Corporation: Is It Risk or Opportunity?	Zoom Meeting, June 20, 2025	MIND ID
	GRC 18th Series	Beyond The Ore: Unearthing Security Risk in Mining & Metals Industries	Zoom Meeting, July 7 2025	MIND ID
	GRC 19th Series	Future-Proofing MIND ID: Leveraging GRC to Navigate Industry Challenges and Drive Sustainable Growth	Zoom Meeting, August 29, 2025	MIND ID
	GRC 20th Series	Maximizing Social Impact: How GRC Strengthens Community Investment	Zoom Meeting, September 26, 2025	MIND ID
	GRC 21st Series	Climate Resilience & Value Creation: A GRC Approach to Managing Climate Risk	Zoom Meeting, October 24, 2025	MIND ID
	GRC 22nd Series	Strengthening Corporate Image and Managing Communication Risk	Zoom Meeting, November 14, 2025	MIND ID
	GRC 23rd Series	The Role of ICOFR in Enhancing Reliability and Trust in the Mining Industry	Zoom Meeting, December 10, 2025	MIND ID
Hari Soebagijo Independent Commissioner)	GRC 13th Series	Risk Management Operations in the Mining and Metals Industries	Zoom Meeting, January 14, 2025	MIND ID
	GRC 14th Series	Investment Risk	Zoom Meeting, January 14, 2025	MIND ID
	GRC 15th Series	A Method for Assessing the Impact of Corporate Risk	Zoom Meeting, May 2, 2025	MIND ID
	GRC 16th Series	GRC Perspective on Sustainability in Mining & Metals Industries	Zoom Meeting, May 15, 2025	MIND ID
	GRC 17th Series	Innovation through a Lens of Mature Corporation: Is It Risk or Opportunity?	Zoom Meeting, June 20, 2025	MIND ID
	GRC 18th Series	Beyond The Ore: Unearthing Security Risk in Mining & Metals Industries	Zoom Meeting, July 7 2025	MIND ID
	GRC 19th Series	Future-Proofing MIND ID: Leveraging GRC to Navigate Industry Challenges and Drive Sustainable Growth	Zoom Meeting, August 29, 2025	MIND ID
	GRC 20th Series	Maximizing Social Impact: How GRC Strengthens Community Investment	Zoom Meeting, September 26, 2025	MIND ID
	GRC 21st Series	Climate Resilience & Value Creation: A GRC Approach to Managing Climate Risk	Zoom Meeting, October 24, 2025	MIND ID
	GRC 22nd Series	Strengthening Corporate Image and Managing Communication Risk	Zoom Meeting, November 14, 2025	MIND ID
	GRC 23rd Series	The Role of ICOFR in Enhancing Reliability and Trust in the Mining Industry	Zoom Meeting, December 10, 2025	MIND ID
	Certified Governance Oversight Professional (CGOP)	CGOP Certified	North Sumatra, October 2-3, 2025	CRME

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Name and Position	Type of Education and Training	Education and Training Material	Place/Date	Organizer
Ali Said (Commissioner)	GRC 17th Series	Innovation through a Lens of Mature Corporation: Is It Risk or Opportunity?	Zoom Meeting, June 20, 2025	MIND ID
	GRC 18th Series	Beyond The Ore: Unearthing Security Risk in Mining & Metals Industries	Zoom Meeting, July 7 2025	MIND ID
	GRC 19th Series	Future-Proofing MIND ID: Leveraging GRC to Navigate Industry Challenges and Drive Sustainable Growth	Zoom Meeting, August 29, 2025	MIND ID
	GRC 20th Series	Maximizing Social Impact: How GRC Strengthens Community Investment	Zoom Meeting, September 26, 2025	MIND ID
	GRC 21st Series	Climate Resilience & Value Creation: A GRC Approach to Managing Climate Risk	Zoom Meeting, October 24, 2025	MIND ID
	GRC 22nd Series	Strengthening Corporate Image and Managing Communication Risk	Zoom Meeting, November 14, 2025	MIND ID
	GRC 23rd Series	The Role of ICOFR in Enhancing Reliability and Trust in the Mining Industry	Zoom Meeting, December 10, 2025	MIND ID
	Certified Governance Oversight Professional	CGOP Certified	North Sumatra, October 2-3, 2025	CRME
	CREANOMIC 2025	Seminar Nasional	Malang, October 29, 2025	Universitas Brawijaya
Kardwiyana Ukar (Commissioner)	GRC 17th Series	Innovation through a Lens of Mature Corporation: Is It Risk or Opportunity?	Zoom Meeting, June 20, 2025	MIND ID
	GRC 18th Series	Beyond The Ore: Unearthing Security Risk in Mining & Metals Industries	Zoom Meeting, July 7 2025	MIND ID
	GRC 19th Series	Future-Proofing MIND ID: Leveraging GRC to Navigate Industry Challenges and Drive Sustainable Growth	Zoom Meeting, August 29, 2025	MIND ID
	GRC 20th Series	Maximizing Social Impact: How GRC Strengthens Community Investment	Zoom Meeting, September 26, 2025	MIND ID
	GRC 21st Series	Climate Resilience & Value Creation: A GRC Approach to Managing Climate Risk	Zoom Meeting, October 24, 2025	MIND ID
	GRC 22nd Series	Strengthening Corporate Image and Managing Communication Risk	Zoom Meeting, November 14, 2025	MIND ID
	GRC 23rd Series	The Role of ICOFR in Enhancing Reliability and Trust in the Mining Industry	Zoom Meeting, December 10, 2025	MIND ID
	Certified Governance Oversight Professional	CGOP Certified	North Sumatra, October 2-3, 2025	CRME

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IMPLEMENTATION OF THE BOARD OF COMMISSIONERS' DUTIES IN 2025

In 2025, the Board of Commissioners carried out its functions, duties, and responsibilities, as follows:

No.	Date of Letter	Number of Letter	Subject
1	January 14, 2025	KOM-01/S/2025	Submission of the Board of Commissioners' Decision on the Temporary Appointment of PT Indonesia Asahan Aluminium Board of Commissioners Secretariat Staff
2	January 20, 2025	KOM-02/S/2025	Submission of the Board of Commissioners' Directives and Performance Evaluation for December 2024
3	January 21, 2025	KOM-03/S/2025	Request for Procurement of Communication Equipment for the Board of Commissioners
4	January 31, 2025	KOM-04/S/2025	Notification of the Board of Commissioners and Supporting Organs Planned Visit to Review the Social and Environmental Responsibility (SER) System in Paritohan
5	January 31, 2025	KOM-05/S/2025	Report of the INALUM Board of Commissioners on the Follow-up to Directives from PT Mineral Industri Indonesia (Persero) for the December 2024 Period
6	February 12, 2025	KOM-08/S/2025	Notification of the Board of Commissioners and Supporting Organs Planned Visit to the Mempawah SGAR Project

No.	Date of Letter	Number of Letter	Subject
7	February 17, 2025	KOM-09/S/2025	Notification of the Board of Commissioners and Supporting Organs Planned Visit to the SGAR Mempawah Project
8	February 19, 2025	KOM-10/S/2025	Notification of the Board of Commissioners and Supporting Organs Planned Visit to the Waringin Warehouse in Surabaya
9	February 20, 2025	KOM-11/S/2025	Delivery of the Board of Commissioners' Directives and Performance Evaluation for January 2025
10	March 11, 2025	KOM-14/S/2025	Board of Commissioners' Directives concerning Follow-Up on MIND ID Holding's Directives
11	March 11, 2025	KOM-15/S/2025	INALUM's Board of Commissioners' Report on Follow-Up of PT Mineral Industri Indonesia (Persero)'s Directives for the December 2024 Period
12	March 18, 2025	KOM-16/S/2025	Delivery of Board of Commissioners' Directives and Performance Evaluation for February 2025
13	April 17, 2025	KOM-18/S/2025	Report of the INALUM Board of Commissioners on the Follow-up to PT Mineral Industri Indonesia (Persero)'s Directives Regarding Performance in January and February 2025
14	April 22, 2025	KOM-20/S/2025	Notification of the Board of Commissioners and Supporting Organs Planned Visit to Kuala Tanjung
15	April 25, 2025	KOM-21/S/2025	Delivery of the Board of Commissioners' Directives and Performance Evaluation for March 2025
16	May 5, 2025	KOM-22/S/2025	Delivery of the Board of Commissioners' Decree on the Dismissal of the Board of Commissioners' Secretariat Staff
17	May 10, 2025	KOM-24/S/2025	Directives from the Board of Commissioners regarding Follow-up to the MIND ID Holding Directive
18	May 10, 2025	KOM-25/S/2025	Report from the INALUM Board of Commissioners on the Follow-up to the PT Mineral Industri Indonesia (Persero) Directives for March 2025 Period
19	May 10, 2025	KOM-26/S/2025	Delivery of the Board of Commissioners' Supervisory Report for Fiscal Year 2024
20	May 22, 2025	KOM-27/S/2025	Delivery of the Board of Commissioners' Directives and Performance Evaluation, April 2025
21	June 4, 2025	KOM-31/S/2025	Proposed Determination of the Calculation of 2024 Bonuses and 2025 Salaries/ Honorariums for Members of the Board of Directors and Members of the Board of Commissioners of INALUM
22	June 4, 2025	KOM-32/S/2025	Proposed Agenda for the Annual General Meeting of Shareholders for the 2024 Fiscal Year, including the proposed use of net profit, remuneration, and Public Accountant Firm (KAP).
23	June 4, 2025	KOM-33/S/2025	of Audit Services for the Annual Financial Information of PT Indonesia Asahan Aluminium and Subsidiaries for the 2024 Fiscal Year.
24	June 11, 2025	KOM-34/S/2025	Delivery of the Board of Commissioners Decree Concerning the Division of Duties for the Board of Commissioners of PT Indonesia Asahan Aluminium.
25	June 13 2025	KOM-35/S/2025	Notification of Planned Visit by the Board of Commissioners and Supporting Organs to Kuala Tanjung
26	June 18, 2025	KOM-36/S/2025	Notification of Planned Visit by the Board of Commissioners and Supporting Organs to the Mempawah SGAR Project
27	June 18, 2025	KOM-37/S/2025	Request for Planned Audience by the INALUM Board of Commissioners with the Governor of West Kalimantan
28	June 18, 2025	KOM-38/S/2025	Delivery of Board of Commissioners Directives and Performance Evaluation for May 2025
29	July 9, 2025	KOM-41/S/2025	INALUM Board of Commissioners Report on the Follow-up of the PT Mineral Industri Indonesia (Persero) Directives for the April and May 2025 Period
30	July 23, 2025	KOM-42/S/2025	Delivery of Board of Commissioners Directives and Performance Evaluation for July 2025
31	July 23, 2025	KOM-43/S/2025	Request for Update on Supporting Documents for the Application to Write-Off 27 (Twenty-Seven) Fixed Asset Reduction Pot Units of PT Indonesia Asahan Aluminium ("INALUM")
32	August 8, 2025	KOM-44/S/2025	Delivery of the Board of Commissioners' Decision on the Appointment and Dismissal of the Secretariat Staff of the Board of Commissioners of PT Indonesia Asahan Aluminium
33	August 11, 2025	KOM-46/S/2025	Directives from the Board of Commissioners regarding Follow-up to the MIND ID Holding Company's Directives on H1 2025 Performance
34	August 11, 2025	KOM-47/S/2025	Report of the INALUM Board of Commissioners on the Follow-up to the Directives of PT Mineral Industri Indonesia (Persero) for the Period of June 2025

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No.	Date of Letter	Number of Letter	Subject
35	August 19, 2025	KOM-48/S/2025	Notification of the Board of Commissioners and Supporting Organs Planned Visit to Review the Social and Environmental Responsibility (SER) System in Paritohan
36	August 21, 2025	KOM-49/S/2025	Delivery of Board of Commissioners Directives and Performance Evaluation for July 2025
37	September 8, 2025	KOM-50/S/2025	Report of the INALUM Board of Commissioners on the Follow-up to PT Mineral Industri Indonesia (Persero) Directives for the July 2025 Period
38	September 17, 2025	KOM-51/S/2025	Delivery of the Board of Commissioners' 2026 Work Plan and Budget
39	September 19, 2025	KOM-52/S/2025	Delivery of the Board of Commissioners' Directives and Performance Evaluation, August 2025
40	September 22, 2025	KOM-53/S/2025	Additional Documents/Information for Approval of the Write-Off of 20 (Twenty) Fixed Assets of PT Indonesia Asahan Aluminium Operational Vehicles
41	October 7, 2025	KOM-55/S/2025	Report of the INALUM Board of Commissioners on the Follow-up to PT Mineral Industri Indonesia (Persero) Directives for the Period of August 2025
42	October 17, 2025	KOM-59/S/2025	Delivery of the Board of Commissioners' Directives and Performance Evaluation for September 2025
43	October 24, 2025	KOM-60/S/2025	Delivery of the Revised Work Plan and Budget of the Board of Commissioners for 2026
44	November 3, 2025	KOM-61/S/2025	Report of the INALUM Board of Commissioners on the Follow-up to PT Mineral Industri Indonesia (Persero)'s Directives for the September 2025 Period.
45	November 20, 2025	KOM-63/S/2025	Delivery of Board of Commissioners' Directives and Performance Evaluation for October 2025
46	December 10, 2025	KOM-64/S/2025	Report of the Board of Commissioners on the Follow-up to PT Mineral Industri Indonesia (Persero) for the October 2025 Period
47	December 19, 2025	KOM-65/S/2025	Delivery of Board of Commissioners' Directives and Performance Evaluation for November 2025

In 2025, the Board of Commissioners also provided a number of responses and approvals to the Board of Directors regarding the management of the Company, as shown below:

No.	Date of Leeter	Number of Letter	Subject
1	January 24, 2025	KOM-3A/S/2025	Selected Talent at PT Indonesia Asahan Aluminium
2	February 11, 2025	KOM-06/S/2025	Approval of the Organizational Structure One Level Below the Board of Directors
3	February 11, 2025	KOM-07/S/2025	Board of Commissioners' Response and Review of the Company's Long-Term Plan (RJPP) for the 2025-2029 Period
4	February 21, 2025	KOM-12/S/2025	Implementation of Good Corporate Governance (GCG) Implementation Measurement
5	March 6, 2025	KOM-13/S/2025	Delivery of the Evaluation of the Board of Directors of PT Indonesia Asahan Aluminium for the 2024
6	April 15, 2025	KOM-17/S/2025	Board of Commissioners' Response to the Proposal to Eliminate Surface Water Tax Interest Compensation
7	April 21, 2025	KOM-19/S/2025	The Board of Commissioners' Response to the Plan to Use Rating Services for the Company's Health Assessment for the 2024 Fiscal Year
8	May 6, 2025	KOM-23/S/2025	Approval of the Dismissal of a Subsidiary's Commissioners
9	May 22, 2025	KOM-28/S/2025	Board of Commissioners' Response to the Additional Paid-in Capital from PT Indonesia Asahan Aluminium ("INALUM") to PT Industri Baterai Indonesia ("IBI") for Operational Expenditure ("Opex") and Capital Expenditure ("Capex"), which is an Action Outside the Company's Work Plan and Budget (RKAP).
10	June 4, 2025	KOM-29/S/2025	Board of Commissioners' Response to the Audited Financial Statements for Fiscal Year 2024
11	June 4, 2025	KOM-30/S/2025	Board of Commissioners' Response to the Company's First Quarter Performance for Fiscal Year 2025
12	July 3, 2025	KOM-39/S/2025	Written Response and Request for Approval of the Proposed Changes to the Management of PT Indonesia Asahan Aluminium's Subsidiary
13	July 3, 2025	KOM-40/S/2025	Approval of Changes to the Nomenclature and Management Composition of PT Indonesia Asahan Aluminium's Subsidiary
14	August 11, 2025	KOM-45/S/2025	Board of Commissioners' Response to the PS on the Performance of the Second Quarter of 2025
15	September 22, 2025	KOM-54/S/2025	Appointment of a Public Accounting Firm (KAP) to Audit the PT Indonesia Asahan Aluminium Annual Financial Statements for Fiscal Year 2025
16	October 17, 2025	KOM-56/S/2025	Amendments to the Written Response and Request for Approval of the Nomenclature and Management Composition of PT Borneo Alumina Indonesia ("BAI")

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No.	Date of Leeter	Number of Letter	Subject
17	October 17, 2025	KOM-57/S/2025	Approval of Changes to the Nomenclature and Management Composition of PT Borneo Alumina Indonesia
18	October 17, 2025	KOM-58/S/2025	Establishment of the Risk Management Organ of INALUM's Subsidiary ("AP")
19	November 10, 2025	KOM-62/S/2025	Board of Commissioners' Response to the Company's QIII 2025 Performance and the Implementation of the Board of Commissioners' Supervisory Duties during QIII 2025

In addition, specific directives conveyed by the Board of Commissioners to the Board of Directors in 2025 included:

Aspect	Board of Commissioners' Aspects Directives
Finance and Subsidiaries	1. The Board of Commissioners expressed its appreciation for the financial, production, and sales performance in December 2025 in particular, and in 2025 in general. The Board of Commissioners hopes that this positive performance trend can be maintained and improved in 2026. 2. The Board of Commissioners requested that the going concern review of PT IAA be completed in a timely manner so that PT IAA's pivotal plan has a clear basis and is implemented in a measurable manner. The Board of Commissioners requested that information be provided on the results of this review at the earliest opportunity. 3. The Board of Commissioners requested the Board of Directors immediately coordinate a meeting with the Management of PT IAA and PT SMLI, so that the Board of Commissioners receives a complete and in-depth report and information on the performance and operations of the subsidiaries. 4. The Board of Commissioners requested the Board of Directors encourage the optimal improvement of PT BAI's performance. Furthermore, the Board of Commissioners requested the Board of Directors anticipate the fulfillment of raw materials planned to be sourced from PT BAI and consider mitigation measures to ensure the plan is implemented according to targets. 5. The Board of Commissioners requested a more detailed explanation from the Board of Directors regarding the planned steps to increase production capacity, the increased production target for 2026, the still-low water level, and other conditions/factors expected to impact the company's financial and operational performance in 2026.
Strategic Projects	1. The Board of Commissioners expressed its appreciation for the Board of Directors' efforts in completing the SGAR project. The Board of Commissioners requested the Board of Directors: a. Immediately prepare an updated timeline and checklist of project completion progress, permits, and other pending matters, complete with any obstacles encountered. Identify obstacles in detail and include a concrete analysis/ plan to resolve them. b. Prepare and provide a complete explanation of the contract chronology and amendments to the SGAR project, complete with the involvement of the contracting parties, planning consultants, planners, etc. Regarding the suboptimal production compared to the planned SGAR project, the Board of Commissioners requested the Board of Directors: a. Conduct a detailed analysis of the parties responsible for the suboptimal production (e.g., issues that are the responsibility of Inalum, Antam, BAI, or the EPC, or issues encountered by the EPC that led to delays). b. Develop and report a plan to resolve the issues facing the SGAR project, and document the progress of these issues fully in the Project Progress Report. c. Provide a detailed update on the results of the PAC and a follow-up plan for the PAC results. 2. The Board of Commissioners requested a complete and comprehensive explanation and update on the current progress of the hauling road work and any obstacles encountered, as well as plans to mitigate/resolve these issues. 3. The Board of Commissioners requested the Board of Directors provide an update on the progress of the Pot Upgrading Project and the payment settlement plan, along with mitigation measures should any obstacles arise in the payment process. 4. The Board of Commissioners requested the Board of Directors provide an update on the progress of strategic projects still in the preparation/study stage and that monitoring be carried out to ensure that the study stages do not exceed the prepared timeline. The Board of Commissioners requested the Board of Directors provide direction for a detailed review of the data/information and assumptions used in the preparation of the study, particularly regarding financial and risk aspects. 5. The Board of Commissioners requested the Board of Directors thoroughly prepare the groundbreaking plan for the SGAR 2 and Smelter 2 projects and provide a complete update on the implementation plan for the SGAR 2 and Smelter 2 projects, from planning to procurement of project implementers (including consultants/experts who will be involved in the project). All information regarding the planned implementation of the SGAR 2 and Smelter 2 projects must be reported to the Board of Commissioners in a detailed, valid, and complete manner. Studies conducted in preparation for the SGAR 2 and Smelter 2 projects must be ensured to align with preparations for the groundbreaking ceremony. 6. The Board of Commissioners ordered a comprehensive evaluation of project implementation at Inalum and requested improvements to more efficient project planning to avoid delays in the study, planning, and implementation stages of the project.

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Aspect	Board of Commissioners' Aspects Directives
Audit Follow-up	1. The Board of Commissioners that during the internal audit of ongoing procurement, an in-depth review of the current situation and a comprehensive analysis of risks and any necessary improvements be conducted immediately. Any weaknesses requiring immediate improvement should be reported to the Board of Commissioners and the Board of Directors as soon as possible, without waiting for the audit process to be completed. 2. The Board of Commissioners appreciates the efforts of the Board of Directors and Management to expedite the completion of follow-up audit recommendations. Prioritize the resolution of follow-up audit findings from the external auditor (BPK) and recommendations that are more than one year old. 3. The Board of Commissioners requested a timeline be created for pending findings and follow-up action plans. These action plans should be monitored periodically (monthly) and progress reported. 4. The Board of Commissioners instructed the Internal Audit Department to provide support for all external audit/supervisory activities—including those conducted by the BPK, BPKP, and KAP—and to ensure that all required data and documents for these supervisory activities are completed as soon as possible. 5. The Board of Commissioners requested the quality of consulting activities be improved and that internal audit consulting reports be sent monthly, immediately upon issuance, prior to meetings with the Audit Committee, so that they can be discussed promptly if necessary. 6. The Board of Commissioners ordered the results of consulting activities and internal control weaknesses identified during consulting activities be monitored to provide early warnings and prompt corrective action plans by Management. For example, internal control weaknesses identified during consulting activities include delays in contract completion and administrative weaknesses in the contract/cooperation agreement process. Further investigation is necessary to ensure that corrective action plans are promptly developed to address the current situation. 7. The Board of Commissioners instructed the Board of Directors—in order to improve supervision and take preventive action—to re-examine the need for professional and competent internal audit personnel, both for completing mandatory/routine tasks and optimizing internal oversight tasks, and to address these personnel deficiencies within two months.
KPI Achievement	1. The Board of Commissioners requested the Board of Directors proactively provide strategic input to Shareholders (MIND ID) to review the established productivity metric targets (specifically the EC/Revenue and EC/Total Cost ratios). The Board of Directors is requested to ensure the established HC KPIs are realistic and achievable, in accordance with their historical values, to support the company's sustainable growth and employee well-being. 2. The Board of Commissioners requested the Board of Directors ensure the Cash Flow from Operations KPI is achievable, given that the achievement as of July 2025 was recorded as minus USD25 million. The Board of Directors is requested to explain the reasons for the Company's high net profit, while cash flow from operating activities is significantly lower. Furthermore, the Board of Directors is requested to submit a comprehensive improvement plan to ensure positive consolidated operating cash flow and achieve the established targets. 3. Regarding the achievement of the HSS Excellence KPI, the Board of Commissioners requested the Board of Directors do the following: a. The Board of Directors should establish a target for achieving the HSS Excellence KPI as a strategic priority in operational management, so that health, safety, and work environment standards can be optimally maintained. b. The Board of Directors is required to implement Contractor Safety Management System (CSMS) evaluations, OHSMS audits, and Crisis Management/Business Continuity Management (CM/BCM) drills in a disciplined manner. c. The Board of Directors needs to ensure the effective implementation of the Hazard and Risk Assessment (HRA), with concrete follow-up actions to reduce the potential for accidents and operational disruptions. d. The Board of Directors is required to improve the effectiveness of the Major Emergency Response Plan (MERP) drill, ensuring the organization has proven response speed, coordination, and capacity to deal with emergencies. e. The Board of Directors is required to prepare periodic reports on the results of evaluations, audits, and drills, including follow-up improvements, to be submitted to the Board of Commissioners as a form of accountability and ongoing risk management. 4. The Board of Commissioners requested the Board of Directors ensure the completion and implementation of PT BAI's SGAR plant operations to avoid opportunity loss and to ensure PT BAI can operate according to its nameplate capacity, considering that PT BAI's Alumina Production KPI achievement is only 17.67% of the target. 5. The Board of Commissioners requested the Board of Directors immediately conduct a comprehensive study (including an analysis of economic feasibility and potential socio-economic benefits) regarding the potential increase in capacity at the existing smelter in Kuala Tanjung with the option of adding one new potline. 6. The Board of Commissioners requested the Board of Directors hold a coordination meeting to discuss the certainty of ANTAM's role in the SGAR Phase II Project, namely as a bauxite supplier for the alumina plant's needs during the project's economic life. The results of this meeting should be reported to the Board of Commissioners. 7. The Board of Commissioners requested the Board of Directors submit a pivoting plan related to PT IAA in INALUM's 2026 RKAP (Work Plan and Budget) to support Danantara's plan to streamline the number of entities within the state-owned enterprise. 8. The Board of Commissioners requested the Board of Directors submit a finalization of the agreement between INALUM and SINERGI regarding INALUM's land lease agreement for the Dross processing facility project. 9. The Board of Commissioners notes that the EPC progress for the Mempawah hauling road project as of September 2025 has reached 35.58% of the 100.00% target, thus creating potential delays to the COD schedule. The Board of Commissioners requested the Board of Directors take steps to accelerate project completion and develop a comprehensive contingency plan to anticipate delay scenarios. This contingency plan should include mitigation of technical, contractual, and logistical risks, so that the COD schedule can be maintained or the impact of delays can be minimized on the company's operational and financial targets. The Board of Directors is also requested to write to MIND ID to request support in resolving the Hauling Road completion issues, which still face obstacles in land acquisition.

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Aspect	Board of Commissioners' Aspects Directives
KPI Achievement	10. The Board of Commissioners highlighted the increase in procurement lead time in September to 52 days compared to the target of 43 days. The Board of Directors is requested to evaluate and improve the procurement process to ensure timeliness, efficiency, and optimal support for project implementation and company operations. 11. The Board of Commissioners requested the Board of Directors fulfill the annual management contract regarding the fulfillment of the legal work program, which will produce the following outputs: a. Technical instructions/guidelines regarding litigation case handling and legal risk identification within the Company. b. SOP/Workflow for legal contract management (including legal risk identification). c. SOP/Guidelines/Technical Instructions regarding the contract document repository or legal documents. d. SOP/Guidelines/Technical Instructions regarding legal aspects of project management 12. The Board of Commissioners requested the Board of Directors supervise the achievement of KPIs in accordance with the projected target (86.30) and even exceed the 2024 achievement by ensuring that all operational and strategic steps are aligned with risk management principles and support the implementation of good corporate governance. 13. Given the approaching end of the 2025 fiscal year, the Board of Commissioners requested the Board of Directors coordinate with shareholders (MIND ID) regarding the certainty of KPI waiver approval to increase the 2025 KPI realization value.
Human Capital	1. The Board of Commissioners requested the Board of Directors conduct a comprehensive evaluations of talent management, including the identification, development, and retention of strategic talent, to ensure alignment with business needs, organizational sustainability, and good governance principles. 2. The Board of Commissioners requested the Board of Directors review the HC productivity matrix targets, taking into account the Company's historical HC costs, which have been in the range of 12%–13% in recent years, and the lack of significant production capacity increases that could drive revenue growth. 3. The Board of Commissioners requested the Board of Directors anticipate increased competition in HC recruitment due to the operation of the new aluminium smelter. In this regard, the Board of Directors is requested to prepare mitigation measures that include succession planning, identification of critical positions, refinement of retention schemes, and strengthening the employee value proposition to minimize potential talent loss. 4. The Board of Commissioners requested the Board of Directors immediately fill vacant positions in the Internal Audit Department to ensure the audit function's capacity is met and to improve the effectiveness of internal audit activities within the Company. 5. The Board of Commissioners requested the Board of Directors ensure the implementation of HC risk mitigation through a structured retention program (career path and reward system), strengthening employee engagement through communication and a healthy work culture, and developing succession planning for critical positions to ensure business continuity and mitigate the impact of strategic risks. 6. The Board of Commissioners requested the Board of Directors improve the HC capacity of the Procurement and Category Management Division through professional training and certification, as well as the use of technology such as e-procurement. 7. The Board of Directors is requested to encourage the best performance of the Procurement and Category Management Division by establishing clear KPIs (cost efficiency, process speed, regulatory compliance), implementing a real-time performance monitoring system, providing achievement-based rewards and incentives, and implementing continuous improvement through periodic audits and Kaizen or Lean Procurement programs. 8. The Board of Commissioners requested the Board of Directors rotate employees who have worked for a long time in certain work units in accordance with Board of Directors Regulation No. PER-007/DIR/2025 concerning the INALUM Employee Rank and Career System. 9. The Board of Commissioners requested the Board of Directors implement all provisions stipulated in the President Director of PT Danantara Asset Management (Persero) Circular Letter No. SE/002/DI-DAM/DO/2025 dated October 31, 2025, concerning the Code of Conduct and Professionalism of Directors and State-Owned Enterprises. 10. The Board of Commissioners requested the Board of Directors evaluate the Company's business processes to prevent collective violations of company rules and regulations. 11. The Board of Commissioners requested the Board of Directors meet the Company's KPIs regarding the provision of female talent as selected BOD-1 talent. 12. The Board of Commissioners requested the Board of Directors conduct systematic post-training evaluations to measure the impact and increase employee productivity, and to ensure that the training programs provided added value to the company's performance. 13. The Board of Commissioners requested the Board of Directors strengthen its HC management strategy through performance-oriented talent management and competency development, the establishment of a fair and competitive remuneration system, the improvement of talent recruitment effectiveness in line with the Company's strategic needs, and the preparation of structured succession planning to ensure continuity of leadership and organizational performance. 14. The Board of Commissioners requested the Board of Directors regularly monitor the management of outsourced workers in the Company to ensure compliance with labor regulations, performance effectiveness, and compliance with operational needs and company quality standards. 15. The Board of Commissioners also requested the Board of Directors submit evaluation results or monitoring reports on the implementation of outsourced management, including aspects of vendor performance and contractual compliance, as part of risk mitigation efforts and improving good HR governance. 16. The Board of Commissioners requested the Board of Directors ensure that employee welfare policies at all levels are implemented fairly, proportionally, and performance-oriented, as part of the strategy to strengthen talent management and implement good corporate governance principles. 17. The Board of Commissioners requested the Board of Directors review the grading of the Head of Internal Audit position, which is equivalent to the Group Head of Corsec, considering both positions are appointed and dismissed by the President Director of the company with the approval of the Board of Commissioners.

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Aspect	Board of Commissioners' Aspects Directives
Risk Management	1. The Board of Commissioners requested the Board of Directors immediately develop and implement an integrated mitigation plan to control the risk of cost overruns and potential revenue loss due to delays in the PAC implementation, through comprehensive risk analysis, acceleration of critical activities, and regular monitoring and reporting to the Board of Commissioners. 2. The Board of Commissioners requested the Board of Directors pay special attention to operational risks that could potentially disrupt the availability of key equipment, considering that the OLA contract has been issued at 86.68%, while the procurement process has only reached 36% completion as of November 2025. The Board of Directors must ensure procurement acceleration to avoid hindering preventive maintenance, including establishing corrective measures, closely monitoring procurement progress, and regularly reporting to the Board of Commissioners regarding risk status and mitigation measures. 3. The Board of Commissioners requested the Board of Directors immediately identify the causes of HPM's production decline after September 2025 and prepare mitigation measures, including process optimization and quality control, to optimize aluminium production while strengthening the Company's competitiveness. 4. The Board of Commissioners requested the Board of Directors ensure that risk reporting is prepared transparently and accurately, reflecting the Company's actual conditions, including worst-case scenarios, accompanied by impact analyses and mitigation plans, to avoid controlled perceptions that are inconsistent with reality. 5. The Board of Commissioners requested the Board of Directors report an update on the repair of trash racks at hydroelectric power plant facilities, considering that the damage, which has persisted for six months, has the potential to pose a significant risk to hydroelectric power plant operations during the rainy season. 6. The Board of Commissioners requested the Board of Directors evaluate two key Company risks: the risk of a subsidiary's profit contribution not being realized as targeted, the risk of delayed project completion and potential cost overruns. Although both risk values have been reported to have decreased, their impacts are still being felt: consolidated profit <parent profit, PAC SGAR delayed to January 2026, potential cost overruns, and potential loss of revenue from alumina production. 7. The Board of Commissioners requested the Board of Directors immediately complete the PT IAA study and present the results to the Board of Commissioners. The Board of Commissioners recommends that PT IAA's 2026 RKAP be prepared taking the results of the study into account. 8. The Board of Commissioners requested the Board of Directors mitigate all potential legal and reputational risks in the SGAR project, and to ensure that all project activities are carried out in accordance with the principles of good corporate governance (GCG), apply the prudential principle, and comply with all applicable laws and regulations. 9. The Board of Commissioners requested the Board of Directors coordinate with ANTAM and BAI regarding the poor quality of bauxite raw materials, which has resulted in a 50% decrease in SGAR production. The Board of Directors is requested to appoint an independent surveyor to test the quality of the bauxite raw materials before they are shipped to PT BAI. 10. The Board of Commissioners requested the Board of Directors pay special attention to subsidiaries whose performance is still suboptimal (PT IAA and PT IBI), and to ensure that necessary corrective measures are implemented in a targeted, measurable, and sustainable manner. 11. The Board of Commissioners requested the Board of Directors anticipate the current water level, which is continuing to decline even though the rainy season has begun. 12. The Board of Commissioners requested the Board of Directors improve IT risk management by developing an IT sector taxonomy, so that IT risk management can be implemented in a measurable, consistent, and holistic manner. 13. The Board of Commissioners requested the Board of Directors ensure that the legal process related to the INALUM land dispute is implemented effectively and in accordance with applicable laws and regulations. The Board of Directors is urged to prioritize the principle of prudence at every stage of the legal process to ensure the protection of land rights and legal certainty of ownership of the company's assets, thereby avoiding the potential loss or transfer of assets that would be detrimental to INALUM's interests. 14. The Board of Commissioners requested the Board of Directors develop a comprehensive strategy to optimize the momentum of this price increase through production cost efficiency, strengthening medium- and long-term sales contracts, and diversifying the customer base. Furthermore, the Board of Directors is expected to evaluate the factors causing the decline in market share and prepare measurable recovery measures to maintain INALUM's competitive position in both the domestic and export markets. 15. The Board of Commissioners requested the Board of Directors evaluate the suboptimal investment risk mitigation at PT IAA, considering that risk mitigation progress has reached 66.7%, but realized sales as of August 2025 were only 502.52 MT, or 29.25% of the Company's Work Plan and Budget (RKAP). The Board of Directors is also requested to provide an explanation regarding the progress of the 5-inch casting table repair and the reasons for the interruption in molten supply to IAA. 16. The Board of Commissioners requested the Board of Directors follow up on the recommendations of the Information Technology Governance Audit (ITGC) results. Furthermore, the results of this follow-up should be submitted to the Board of Commissioners periodically. 17. The Board of Commissioners requested the Board of Directors submit applications managed by the IT Division and applications managed by the BPO (Business Process Owner) as the company implements IT governance in accordance with PER-2/MBU/03/2023, which includes the criticality of each application based on the criteria established in PER-004/DIRHC/2024. The Board of Directors is also requested to submit the results/performance of application management and oversight based on established policies and procedures. 18. The Board of Commissioners requested the Board of Directors ensure the implementation of Business Continuity Management (BCM) within the company's information technology management framework.

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Aspect	Board of Commissioners' Aspects Directives
SER	1. The Board of Commissioners requested the Board of Directors ensure the implementation of the CSR Program is effective, transparent, and in accordance with statutory provisions. For non-CID CSR programs, the Board of Directors must ensure that funds are used according to their intended purpose, accompanied by orderly and transparent administration, and supported by accurate and verified beneficiary data. Furthermore, the contingency budget should be optimized for programs that provide tangible benefits to the community and can be accounted for. 2. The Board of Commissioners encourages the Board of Directors to strengthen the implementation of the CSR program in order to achieve the PROPER Gold rating by 2025. The Tani Nusantara Innovation is expected to become a flagship program representing INALUM's commitment to sustainable development, through the implementation of environmentally friendly agricultural practices, community empowerment, and contributions to regional food security. Furthermore, the program should be prepared, including training, field implementation, and documentation of the positive impacts before and after the Tani Nusantara program is implemented. 3. The Board of Directors is requested to improve documentation and publication of the results of the Tani Nusantara program in the form of verified data, success stories, and tangible contributions to the achievement of the Sustainable Development Goals (SDGs), particularly goals 2 (Zero Hunger), 12 (Responsible Consumption and Production), and 13 (Addressing Climate Change). 4. The Board of Commissioners emphasizes the urgency of providing access to clean water and proper sanitation for communities surrounding the Company's operational areas. The Board of Directors is requested to prioritize clean water and sanitation programs in the SER, by ensuring that the programs are designed and implemented sustainably, have measurable impacts, and comply with applicable health and environmental standards. The Board of Directors is also expected to collaborate with local governments and relevant agencies to accelerate program implementation, especially in areas with high levels of limited access to clean water and basic sanitation. 5. The Board of Commissioners encourages the Board of Directors to actively participate in CSR award events in the agriculture and plantation sectors as a manifestation of the company's commitment to sustainable development. 6. The Board of Commissioners requested the Board of Directors develop sustainable programs for high-achieving students in the company's area. 7. The Board of Commissioners again requested the Board of Directors increase and/or expand collaboration with reputable universities, for example, through the signing of a Memorandum of Understanding (MoU) in the areas of the three pillars of the Company's development (tridharma) (teaching, research, and community service). This collaboration can be realized through practical lectures, industrial internships for lecturers, student internships, and student community service programs aligned with the company's needs and programs, such as the Community Service (TJSL) program (e.g., for social media content creation), the Lake Toba conservation program, and other systematic programs. 8. The Board of Commissioners expresses its appreciation to the Board of Directors for providing assistance to flood victims in Aceh, North Sumatra, and West Sumatra. It requested that all assistance provided be fully documented and distributed to appropriate targets through an efficient, transparent, and accountable mechanism. This will further strengthen Inalum's presence in the hearts of the North Sumatran community as a Company that cares about and is committed to social welfare. 9. The Board of Commissioners supports the Board of Directors' action to cancel celebrations, such as the 2026 Inalum Anniversary celebration, as a form of empathy for the floods in Aceh, North Sumatra, and West Sumatra, while donating the funds as part of the Company's Corporate Social Responsibility (CSR). 10. The Board of Commissioners requested the Board of Directors provide a progress updates on the development of the Inalum Senior High School's Excellence Class Program and schools for Children with Special Needs (ABK). The Board of Directors is requested to develop the Excellence Class Program at Inalum Senior High School Partners in Tanjung Gading by adding innovations such as industry collaboration, internationalization programs, research and innovation, digital literacy and AI, character building, and career preparation to produce a superior and globally competitive generation.

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Aspect	Board of Commissioners' Aspects Directives
Lake Toba Conservation	1. The Board of Commissioners emphasized to the Board of Directors that the Lake Toba conservation program must be managed effectively, transparently, and in accordance with applicable laws and regulations. 2. The Board of Commissioners requested the Board of Directors develop a comprehensive forest and land fire mitigation plan before, during, and after the tree planting program. This plan must include identifying fire-prone areas, providing preventive facilities and infrastructure (such as firebreaks and fire extinguishers), and educating and raising awareness among the surrounding community about the dangers and prevention methods of forest and land fires. 3. The Board of Commissioners directed the Board of Directors to strictly implement forest and land fire prevention protocols in the field, for example: establishing a trained forest and land fire alert team from tree planting vendors, regular patrols in tree planting areas, implementing early detection technology, such as drones or satellite imagery, and actively coordinating with relevant parties, such as Manggala Agni, the Regional Disaster Management Agency (BPBD), and local communities. 4. Based on the Board of Commissioners' visit, the Tani Nusantara method is highly sought after by the wider community as it has proven beneficial, emphasizing environmentally friendly, low-cost, locally-based agriculture, and achieving three times the productivity of traditional farming methods. Furthermore, the Board of Directors is requested to support periodic training, in collaboration with local governments and agricultural agencies, to ensure its widespread dissemination. Furthermore, the Tani Nusantara program should be designated as a flagship program in the 2026 Work Plan and Budget (RKAP). 5. The Board of Commissioners requested the Board of Directors implement the Tani Nusantara method in Inalum's office and residential areas, both in Kuala Tanjung and Paritohan, as well as in the Lake Toba conservation program. 6. The Board of Directors is requested to complete the development of the Lake Toba Conservation program information system (KDT dashboard) to facilitate monitoring, evaluation, and data processing. 7. The Board of Directors is requested to conduct a comprehensive remapping of the ongoing environmental conservation program, with a broader scope and not only focusing on the Lake Toba periphery, but also encompassing the major rivers flowing into Lake Toba, considering that the lake's water quality and ecosystem are significantly affected by the condition of these rivers. 8. The Board of Commissioners encourages collaborative research with USU or other universities related to the Lake Toba conservation program. 9. The Board of Directors is requested to enhance the role of the community by building environmental awareness and educating schoolchildren and local governments. 10. The Board of Commissioners requested the Board of Directors ensure that the 2025 tree-planting program is completed according to the established target, by ensuring compliance with all applicable provisions and regulations, and integrating aspects of sustainability and environmental governance into its implementation. 11. The Board of Commissioners requested the Board of Directors ensure that the tree-planting program is implemented carefully and in a planned manner, in accordance with GCG principles, the precautionary principle, and applicable laws and regulations, including ensuring adequate oversight and mitigation of potential environmental, legal, and reputational risks. 12. The Board of Commissioners requested the Board of Directors develop and present a constructive, inspiring, and data-driven narrative regarding Inalum's conservation activities as part of the reforestation movement, emphasizing the company's role in ecosystem restoration, reducing the negative impacts of deforestation, and its commitment to sustainability amidst rampant deforestation practices by various industry players. 13. The Board of Commissioners requested the Board of Directors ensure that Inalum's Lake Toba conservation program positively impacts Lake Toba's water level. The Board of Directors is requested to consistently involve the local government, the community, and relevant stakeholders in the implementation of the conservation program. 14. The Board of Commissioners requested the Board of Directors integrate the development of the Tani Nusantara program into the Company's sustainability initiatives, as a tangible contribution to improving community welfare, food security, and environmental preservation. In addition, the Board of Directors is requested to coordinate with the Department of Agriculture (Regency and Provincial) for support. 15. The Board of Commissioners requested the Board of Directors comprehensively document the success of the Tani Nusantara program, including its achievements, impact on the community, and best practices that can serve as models for development in other regions to expand the program's benefits sustainably. 16. The Board of Commissioners requested the Board of Directors ensure that the re-tendering process for the 500-hectare Lake Toba conservation program in 2025 is conducted transparently, accountably, and in accordance with applicable laws and regulations, so that the program can be realized on time and meet the established targets. 17. The Board of Commissioners requested the Board of Directors conduct a comprehensive evaluation of the impact of the fires and strengthen collaboration with the community and local stakeholders in fire prevention and management efforts as part of the Company's sustainability commitment.

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PERFORMANCE ASSESSMENT OF COMMITTEES AND SUPPORTING ORGANS UNDER THE BOARD OF COMMISSIONERS

When carrying out its role, the Board of Commissioners ensures effective supervision of the Company's management. To support this, the Board of Commissioners is assisted by the Audit Committee and the Nomination, Remuneration, Risk Monitoring, and GCG Committee. In addition, the Board of Commissioners is supported by the Secretary to the Board of Commissioners. The performance of the Board of Commissioners' committees and other supporting bodies is assessed based on criteria such as the achievement of targets established in the work plans of each committee and supporting body. Each year, the Board of Commissioners assesses the performance of each committee in accordance with its assigned duties and responsibilities.

The Board of Commissioners' assessment shows that the Audit Committee, the Nomination, Remuneration, Risk Monitoring, and GCG Committee, and the Secretary to the Board of Commissioners have carried out their duties, functions, and responsibilities adequately throughout 2025 in accordance with the committees' charters and the targets set out in the work plans of each Committee and the Secretary to the Board of Commissioners.

INDEPENDENT COMMISSIONER

In a healthy corporate governance structure, independent supervision is a key factor. Therefore, Independent Commissioners are appointed to ensure objective supervision without any financial ties, management, share ownership, or familial relationships with the Board of Commissioners, Board of Directors, controlling shareholders, or the Company. With a position free from conflicts of interest, Independent Commissioners can carry out their duties independently in accordance with GCG principles.

Composition of Independent Commissioners in 2025

The composition of the Company's Independent Commissioners refers to the Minister of State-Owned Enterprises Regulation No. PER-3/MBU/03/2023 concerning Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises. As of December 31, 2025, the Company had two Independent Commissioners: Musa Bangun and Hari Soebagijo. The basis for the appointment of each independent commissioner can be seen in the previous discussion on the composition of the Board of Commissioners.

The Company's Independent Commissioners comprise more than 20% of the total Board of Commissioners, which consists of five members. Therefore, the composition of the Company's Independent Commissioners meets the minimum limit stipulated in the Minister of State-Owned Enterprises Regulation.

Therefore, the Company consistently implements the principles of good corporate governance, ensures diversity, and maintains independence in strategic decision-making.

Criteria for Determining and Fulfilling the Independence of Independent Commissioners

Members of the Company's Board of Independent Commissioners are guaranteed to have no financial, management, share ownership, and/or familial relationships with other members of the Board of Commissioners, members of the Board of Directors, and/or controlling shareholders, or any relationship with the Company that could affect their ability to act independently. Therefore, the Company's Independent Commissioners have met the criteria in accordance with applicable regulations. The Company's Independent Commissioners consistently ensure that the supervisory mechanism operates effectively and in accordance with laws and regulations.

Statement of Independence of Independent Commissioners

SURAT PERNYATAAN

SURAT PERNYATAAN

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Board of Directors

As part of the corporate governance structure, the Board of Directors has full responsibility in carrying out the management and administration function of PT Indonesia Asahan Aluminium (INALUM). The Board of Directors formulates strategies, instigates policies, and ensures Company operations run effectively and efficiently in order to achieve the established vision and mission. When carrying out their duties, the Board of Directors act in a collegial manner, meaning that all strategic decisions are taken through deliberation and are in the best interests for the Company and its stakeholders. Compliance with applicable regulations is the key principle to follow in every management step, to ensure that all policies and decisions taken are in line with the Company's articles of association, statutory regulations, and Good Corporate Governance (GCG) principles.

In addition, each member of the Board of Directors has specific duties and responsibilities that have been determined based on the division of authority, according to their respective fields. Thus, the Board of Directors does not only act as managers but also as leaders who are oriented towards sustainable business growth, improving operational performance, and creating added value for shareholders and all stakeholders. As a Company organ, the Board of Directors is fully responsible for the management and administration of INALUM. The Board of Directors is tasked and is responsible collectively and collegially for managing the Company to achieve the Company's goals while remaining subject to and compliant with all applicable provisions. Each member of the Board of Directors carries out their duties and makes decisions in accordance with the division of duties, authority and other matters related to their position in accordance with the articles of association and applicable laws and regulations.

BOARD OF DIRECTORS APPOINTMENT PROCEDURE

The appointment of Board of Directors within the Company is carried out in accordance with the of the Minister of State-Owned Enterprises Regulation No. PER-3/MBU/03/2023 concerning Organs and HC, and begins with determining potential candidates, recruitment, assessment, and appointment proposals. The Company has criteria and requirements for appointing members of the Board of Directors who are required to pass a Fit and Proper Test conducted by the Talent Pool function, which is administered by the Shareholders. Prospective members of the Company's Board of Directors must meet the general requirements, including expertise, integrity, leadership, honesty, good conduct, and a high dedication to advancing and developing the Company, as well as applicable regulations.

BOARD OF DIRECTORS CHARTER

The INALUM Board of Directors has a Board of Directors Charter, or board manual, which was ratified in August 2024 and is regularly reviewed to ensure its relevance to the Company's current business developments and challenges, as well as applicable laws and regulations. The Board of Directors Charter serves as a reference for the Board of Directors' duties and responsibilities and the management of the Company and includes the following provisions:

1. General provisions for their positions as members of the Board of Directors;
2. Duties, authorities, and obligations of the Board of Directors;
3. Implementation of the Board of Directors' duties; 4. Board of Directors Meetings;
4. Supporting Organs of the Board of Directors.

BOARD OF DIRECTORS CRITERIA

An individual may only be appointed as a member of the Board of Directors if they are legally competent, provided that within the five (5) years prior to their appointment:

1. They were declared bankrupt;
2. They were a member of the Board of Directors or member of the Board of Commissioners or member of the Supervisory Board who was found guilty of causing a Company or Perum to be declared bankrupt; or
3. They were convicted of committing a criminal act that was detrimental to state finances and/or related to the financial sector.

In addition to the above requirements, members of the Board of Directors must fulfill other requirements set by technical agencies based on statutory regulations. Fulfillment of these requirements is evidenced by a statement letter signed by the prospective member of the Board of Directors, which is retained by the Company.

As well as meeting the above requirements, the appointment of members to the Board of Directors takes into account their expertise, experience and other requirements based on statutory regulations.

The appointment of members to the Board of Directors who do not meet the above requirements are void by law from the moment the other members of the Board of Directors or the Board of Commissioners become aware of the non- fulfillment of these requirements.

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Members of the Board of Directors are prohibited from having familial relationships up to the third degree with other members of the Board of Directors and/or members of the Board of Commissioners, either in a straight line or sideways line, including relationships arising from marriage. If the circumstances mentioned above occur, the GMS has the authority to dismiss one of them.

TERMS OF OFFICE

In accordance with the Company's Articles of Association and the Board of Directors' Charter, the term of office for members of the Board of Directors is 5 (five) years, and they can be reappointed for 1 (one) additional term.

1. They die;
2. Their term of office ends;
3. They are dismissed based on GMS decision;
4. They no longer meets the requirements of a member of the Board of Directors based on the provisions of the Articles of Association and statutory regulations.

The provisions referred to in point 4) include, but are not limited to, prohibited concurrent positions and resignation.

For members of the Board of Directors who resign before or after their term of office ends, unless due to death, they are obliged to provide accountability for their actions for which the GMS has not yet accepted accountability.

MECHANISM FOR RESIGNATION AND DISMISSAL OF BOARD MEMBERS

Board members are appointed by the GMS and they can be dismissed at any time based on a GMS resolution, with specific reasons stated. Such dismissals may occur if the Board member concerned:

1. Is unable to fulfill its obligations as agreed in the management contract and/or the annual management contract of the Company's Board of Directors.
2. There is a change in business strategy.
3. Is unable to carry out their duties properly.
4. Has failed to implement the provisions statutory regulations and/or provisions of the Articles of Association.
5. Has been involved in actions that are detrimental to the Company and/or the State.
6. Has carried out actions that violate the ethics and/or propriety that should be respected as a member of the Company's Board of Directors.
7. Has been declared guilty by a court decision that has permanent legal force.
8. They have resigned.
9. They are permanently impeded, including through serious illness/prolonged illness.

In addition to the above reasons for dismissal of members of the Board of Directors, Directors may be dismissed by the GMS based on other reasons deemed appropriate by the GMS for the interests and objectives of the Company.

The decision to dismiss as referred to in numbers 1, 3, 4, 5, and 6, is taken after the person concerned has been given the opportunity to defend themself. The plan to dismiss a member of the Board of Directors at any time is notified to the member of the Board of Directors concerned verbally or in writing by the Shareholders.

In the event that the dismissal is carried out outside the GMS, then the self-defense of the relevant Board of Directors Member must be submitted in writing to the Shareholders within a period of 14 (fourteen) days from the date the relevant Board of Directors Member is notified by the Shareholders. If the dismissed member of the Board of Directors has defended themself, or stated that he has no objection to the planned dismissal when notified, then the time requirement need not be applied.

In the event that the dismissal is carried out in a GMS, then self-defense is carried out at a GMS by ignoring the 14 (fourteen) days time limit as mentioned above.

While the termination plan referred to above is still in process, the relevant member of the Board of Directors is obliged to carry out their duties as appropriate.

Dismissal for reasons as referred to in numbers 5 and 7 above constitutes a dishonorable dismissal. In addition, a Member of the Board of Directors has the right to resign from their position by notifying the Company in writing of their intention with a copy to the Shareholders, Board of Commissioners, and other Members of the Company's Board of Directors no later than 30 (thirty) days before the date of their resignation. If the resignation letter states an effective date of less than 30 (thirty) days from the date the letter is received, then it is considered that the effective date of resignation is not stated.

If by the date requested by the relevant member of the Board of Directors or within 30 (thirty) days from the date of the resignation request letter, in the event that the effective date of resignation is not stated, and there is no decision from the GMS, then the member of the Board of Directors will resign on the requested date, as mentioned above or upon the expiration of 30 (thirty) days from the date the resignation request letter is received without requiring GMS approval.

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STRUCTURE, NUMBER, AND COMPOSITION OF THE BOARD OF DIRECTORS IN 2025

In 2025, there were changes to the Board of Directors composition following shareholder decisions. The following shows a chronology of changes in the Board of Directors composition during 2025, and the of the Board of Directors composition as of December 31, 2025.

Chronology of Changes in the Board of Directors Composition in 2025

Period January 1 – June 10, 2025	Period June 10, 2025 – December 31, 2025	Description
Ilhamsyah Mahendra, President Director	-	Honorably dismissed based on the Minister of State-Owned Enterprises Decree and the President Director of PT Mineral Industri Indonesia, as Shareholders of PT Indonesia Asahan Aluminium, as stipulated in Decrees No. SK-145/MBU/06/2025 and No. SK-011/DIR/2025 dated June 10, 2025.
Benny Alexander Wiwoho, Director of Strategic Support & Human Capital and Acting Director of Finance	Benny Alexander Wiwoho, Director of Strategic Support & Human Capital	
Ivan Ermisyam, Direktur Operasi	-	
Melati Sarnita, Director of Business Development	Melati Sarnita, President Director	Assignment was transferred to President Director of PT Indonesia Asahan Aluminium based on the Minister of State-Owned Enterprises Decree and President Director of PT Mineral Industri Indonesia, as Shareholders of PT Indonesia Asahan Aluminium, as stipulated in Decrees No. SK-145/MBU/06/2025 and No. SK-011/DIR/2025 dated June 10, 2025, with a term of office continuing the remaining term of office as stipulated in Notarial Deed No. 63 dated June 16, 2023.
-	Arif Haendra, Director of Business Development	Appointed based on the Minister of State-Owned Enterprises Decree and the President Director of PT Mineral Industri Indonesia, as Shareholders of PT Indonesia Asahan Aluminium, as stipulated in Decrees No. SK-145/MBU/06/2025 and No. SK-011/DIR/2025 dated June 10, 2025.
-	Ken Permana, Director of Finance	

Board of Directors' structure as at December 31, 2025

Name	Position	Basis of Appointment	Term of Office	Period in Office
Melati Sarnita	President Director	Assignment was transferred to President Director of PT Indonesia Asahan Aluminium based on the Minister of State-Owned Enterprises Decree and President Director of PT Mineral Industri Indonesia, as Shareholders of PT Indonesia Asahan Aluminium, as stipulated in Decrees No. SK-145/MBU/06/2025 and No. SK-011/DIR/2025 dated June 10, 2025, with a term of office continuing the remaining term of office as stipulated in Notarial Deed No. 63 dated June 16, 2023.	June 16, 2023 - RUPS 2028	1st
Benny Alexander FD. Wiwoho	Director of Strategic Support & Human Capital	Appointed based on the Minister of State-Owned Enterprises Decree and the President Director of PT Mineral Industri Indonesia (Persero) as Shareholders of PT Indonesia Asahan Aluminium, as stipulated in Decrees No. SK-56/MBU/03/2023 and No. SK-02/DIRUT/III/2023 dated March 21, 2023.	March 21, 2023 – RUPS 2028	1st
Ivan Ermisyam	Director of Operations	Appointed based on the President Director of PT Mineral Industri Indonesia (Persero) as Shareholders of PT Indonesia Asahan Aluminium Decree, as stipulated in Decree No. 215/E.DIRUT/VII/2024 dated July 16, 2024, which was subsequently notarized in Notarial Deed No. 128 dated July 23, 2024.	July 16, 2024 - RUPS 2029	1st

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Name	Position	Basis of Appointment	Term of Office	Period in Office
Arif Haendra	Director of Business Development	Appointed based on the Minister of State-Owned Enterprises Decree and the President Director of PT Mineral Industri Indonesia (Persero) as Shareholders of PT Indonesia Asahan Aluminium, as stipulated in Decrees No. SK-145/MBU/06/2025 and No. SK-011/DIR/2025 dated June 10, 2025.	June 10, 2025 - RUPS 2030	1st
Ken Permana	Director of Finance			1st

DUTIES AND RESPONSIBILITIES

The Board of Directors is responsible for managing the Company for the interests of the Company and in accordance with the Company's aims and objectives. They also represent the Company both inside and outside the court regarding all matters and events, within the limits stipulated in applicable laws and regulations, the Articles of Association, and GMS Resolutions.

When carrying out their duties, members of the Board of Directors must:

1. Comply with the Company's Articles of Association and laws and regulations and must apply the principles of professionalism, efficiency, transparency, independence, accountability, responsibility and fairness.
2. Have good intentions and be fully responsible in carrying out duties for the interests and business of the Company by adhering to applicable laws and regulations.
3. Comply with the policies of MIND ID as the power of attorney for the Series A Dwiwarna Shareholder, including Key Performance Indicators (KPI), Management Contracts, Strategic Guidelines, and Implementation Policies.

Each member of the Board of Directors is personally fully responsible if the person concerned is found guilty or negligent in carrying out their duties for the interests and business of the Company, unless the member of the Board of Directors concerned can prove that:

1. The loss was not due to their fault or negligence;
2. They carried out management in good faith and prudence for the benefit and in accordance with the aims and objectives of the Company;
3. They had no conflict of interest, either directly or indirectly, regarding management actions that result in losses; and
4. They had taken actions to prevent the occurrence or continuation of the loss.

Actions taken by a member of the Board of Directors other than those decided by the Board of Directors meeting is their personal responsibility until the action in question is approved at a Board of Directors meeting.

RIGHTS AND AUTHORITIES

The Board of Directors has the rights and authority to:

1. Determine the Company's management policies;
2. Regulate the transfer the Board of Directors powers to one or several members of the Board of Directors to make decisions on behalf of the Board of Directors, or represent the Company inside and outside the court;
3. Regulate the transfer the Board of Directors powers to one or several Company employees, either individually or jointly or to other people, to represent the Company inside and outside the court;
4. Regulate provisions regarding the Company's personnel including determining salaries, pensions or old age security and other income for Company employees based on applicable laws and regulations, with provisions for determining salaries, pensions or old age security and other income for employees that exceed their obligations as stipulated by statutory regulations, after obtaining prior approval from the GMS;
5. Appoint and dismiss Company employees based on the Company's personnel regulations and applicable laws and regulations;
6. Carry out other actions and deeds regarding the management and ownership of the Company's assets, bind the Company with other parties and/or other parties with the Company, and represent the Company inside and outside the court regarding all matters and all events, with restrictions as regulated in statutory regulations, Articles of Association and/or GMS Resolutions;
7. Take actions for and on behalf of the Shareholders in Subsidiaries and/or joint ventures in which the Company owns shares, based on the Articles of Association of the Subsidiaries and/or joint ventures, while remaining subject to the limitations of the Board of Directors' actions in accordance with the provisions in the Company's Articles of Association. Take actions for and on behalf of Series A Dwiwarna Shareholders, as granted by Series A Dwiwarna Shareholders in subsidiaries originating from former BUMNs based on the Articles of Association of the subsidiary and the Power of Attorney from the Series A Dwiwarna Shareholders of the subsidiary;
8. When carrying out their duties as the power of attorney for the Series A Dwiwarna Shareholder regarding the Nomination and Remuneration of the Board of Directors and Board of Commissioners of the Holding Members, the President Director of the Holding has the right to:
   a. Approve in the GMS to appoint the Board of Directors and Board of Commissioners of the Holding Members upon the recommendation of each Remuneration and Nomination Committee in the Holding Members;
   b. Propose nominations for the Board of Directors and Board of Commissioners of the Holding.

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SCOPE OF WORK AND RESPONSIBILITIES OF EACH MEMBER OF THE BOARD OF DIRECTORS

In addition to collectively carrying out duties and responsibilities, each INALUM Director is also responsible for individual tasks within the department they lead, based on their respective expertise, and periodically reviews and updates this division of roles and responsibilities.

President Director

1. Exercising the Power of Attorney of the Shareholders in accordance with the provisions.
2. Supervising the Corporate Secretary Group, Corporate Communication Department, Government and External Relations Department, Internal Audit Department, Corporate Legal Department, Health, Safety and Environment Department and Corporate Transformation Department.
3. Determining and directing the policy strategy in their area of responsibility by considering the established vision, mission, strategy and policies of the Company.
4. Preparing and determining work plans, business strategy development plans and human capital in their area of responsibility for the interests of the Company in achieving the Company's goals and objectives.
5. Ensuring the application and monitoring of the good corporate governance principles in accordance with applicable provisions.
6. Organizing the Corporate Secretary and Internal Audit Unit (SPI) / Internal Audit functions.
7. Determining and approving the establishment of the Company's committees.
8. Following up on findings and recommendations from internal and external parties in accordance with applicable provisions.
9. Coordinating and supervising all Company activities in accordance with established strategies and policies.
10. Being accountable to the Shareholders for all Company activities.

Director of Operations

1. Exercising the Power of Attorney of the Shareholders in accordance with the provisions.
2. Supervising the Smelting Plant Operation Group, Hydroelectric Power Plant Operation Group, Engineering Group, Potline 1, 3 and Molding Operation Department, Carbon Department, Maintenance Department, Potline 2 Operation Department, Hydroelectric Power Plant Operation and Transmission Network Department, Hydroelectric Power Plant Maintenance Department, Process Engineering Department and Equipment Engineering Department.
3. Determining and directing policy strategies in their area of responsibility by taking into account the established Company vision, mission, strategies and policies.
4. Preparing and determining work plans, business strategy development plans and human capital in the work areas for which they are responsible for the Company's interests in achieving the Company's goals and objectives.
5. Coordinating and directing the preparation of strategies for the management of reduction and molding plants, carbon plants, Hydroelectric Power Plants (PLTA) and engineering functions in accordance with established strategies and policies.
6. Following up on findings and recommendations from internal and external parties in accordance with applicable provisions.
7. Assisting the President Director in carrying out special powers from Shareholders.
8. Being accountable to the President Director and Shareholders for all Company activities in their field.

Director of Business Development

1. Exercising the Power of Attorney of the Shareholders in accordance with the provisions.
2. Supervising the Commercial and Supply Chain Management Group, Program and Project Management Group, Business Development and Strategy Group, Commercial Department, Procurement and Category Management Department, Logistics and Material Management Department, Supply Chain and Excellent Commercial Department, Project and Commercial Assurance Department, Project Management Department, Business Development and Corporate Project Department.
3. Determining and directing policy strategies in their area of responsibility by taking into account the established Company vision, mission, strategies and policies.
4. Preparing and determining work plans, business strategy development plans and human capital in the work areas for which they are responsible for the Company's interests in achieving the Company's goals and objectives.
5. Coordinating and directing the preparation of business development management strategies, Company's strategic projects, marketing and sales, and supply chain management in accordance with established strategies and policies.
6. Carrying out the function as the Supervisory Director tasked with providing guidance to Subsidiaries to ensure alignment and synergy in the Company's and Subsidiaries' strategies.
7. Following up on findings and recommendations from internal and external parties in accordance with applicable provisions.
8. Assisting the President Director in carrying out special powers from Shareholders.
9. Being accountable to the President Director and Shareholders for all Company activities in their field.

Director of Finance

1. Exercising the Power of Attorney of the Shareholders in accordance with the provisions.
2. Supervising the Finance Group, Corporate Planning and Portfolio Management Group, Treasury Department, Accounting and Tax Department, Corporate Finance

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Department, Corporate Planning and Budget Department, Corporate Performance and Portfolio Department and Risk Management and Compliance Department.
3. Determining and directing policy strategies in their area of responsibility by taking into account the established Company vision, mission, strategies and policies.
4. Preparing and determining work plans, business strategy development plans and human capital in the work areas for which they are responsible for the Company's interests in achieving the Company's goals and objectives.
5. Coordinating and directing the preparation of financial management strategies, accounting and taxation, planning and budgeting, performance and portfolio of the Company and Subsidiaries, as well as risk management in accordance with established strategies and policies.
6. Carrying out the function as Functional Director tasked with ensuring the harmonization of functional policies in Subsidiaries.
7. Following up on findings and recommendations from internal and external parties in accordance with applicable provisions.
8. Assisting the President Director in carrying out special powers from Shareholders.
9. Being accountable to the President Director and Shareholders for all Company activities in their field.

Director of Strategic Support & Human Capital

1. Exercising the Power of Attorney of the Shareholders in accordance with the provisions.
2. Supervising the Human Capital Group, Strategic Services Group, Human Capital Strategy Department, Human Capital Operations Department, Community Empowerment and Environment Department, Information Technology and Information System Management Department, Asset Management Department, General Department, Hydroelectric Power Plant Support and Administration Department and Conservation and Greening Department.
3. Determining and directing policy strategies in their area of responsibility by taking into account the established Company vision, mission, strategies and policies.
4. Preparing and determining work plans, business strategy development plans and human capital in the work areas for which they are responsible for the Company's interests in achieving the Company's goals and objectives.
5. Coordinating and directing the preparation of strategies for managing human capital, organization, general affairs, information technology, Social and Environmental Responsibility (SER), Company asset management and conservation and reforestation activities in accordance with established strategies and policies.
6. Establishing and implementing information technology governance.
7. Following up on findings and recommendations from internal and external parties in accordance with applicable provisions.
8. Assisting the President Director in carrying out special powers from Shareholders.
9. Being accountable to the President Director and Shareholders for all Company activities in their field.

COMPANY INTRODUCTION PROGRAM FOR NEW DIRECTORS

Members of the Board of Directors who are appointed for the first time are given an orientation/introduction program regarding the Company. This program aims to provide an understanding of the Company's vision, mission and values, code of ethics and guidelines for behavior, organizational structure, and the Board of Directors' Guidelines and Work Procedures. The orientation program is the responsibility of the Corporate Secretary.

The introduction program includes:
1. Governance applicable in the Company as a member of the MIND ID Group, including guidelines and/or policies involving the role of MIND ID as a mining holding, in accordance with the provisions of the Company's Articles of Association, the Special Power of Attorney (SKK) of the Ministry of SOEs, and other applicable policies;
2. Implementation of the Good Corporate Governance principles by the Company;
3. An overview of the Company 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;
4. Information related to delegated authority, internal and external audits, internal control systems and policies, including the Audit Committee;
5. Information related to the duties and responsibilities of the Board of Commissioners and the Board of Directors and actions that are not permitted.

The Company's introduction program can be in the form of presentations, meetings, Company visits, document reviews, or other programs deemed appropriate for the company. The introduction program must be implemented no later than 90 (ninety) calendar days after the GMS decides to appoint new members of the Board of Directors.

In 2025, INALUM appointed two new members to the Board of Directors: Arif Haendra and Ramadi Ken Permana. The Company's introduction program was carried out for them on June 16, 2025.

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COMPETENCY DEVELOPMENT

INALUM provides opportunities for Directors to develop and enhance their competencies through training and certification, as well as other competency development programs such as seminars and workshops. The following explains the educational and/or competency development training programs attended by Directors during 2025.

President Director - Melati Sarnita

Type of Education and Training	Education and Training Materials	Place/Date	Organizer
Webinar	MIND ID GRC Series #13: Operational Risk in Mining & Metals Industry - Our Roles as Safety Leaders	Online, January 14, 2025	MIND ID
Webinar	MIND ID GRC Series #14: Investment Risk	Online, March 14, 2025	MIND ID
Training	Leading Strategic Growth & Change	New York, March 17-21, 2025	Columbia Business School
Conference	Fastmarkets Bauxite & Alumina 2025	Miami, March 30-April 7, 2025	Fastmarkets
Webinar	MIND ID GRC Series #15: From Risk to Reality: A Method for Assessing the Impact of Corporate Risk	Online, May 2, 2025	MIND ID
Webinar	MIND ID GRC Series #16: GRC Perspective on Sustainability in Mining & Metals Industries	Online, May 26, 2025	MIND ID
Keynote Speaker	Indonesia Criticals Minerals Conference and Expo 2025	Jakarta, June 5, 2025	Asosiasi Penambang Nikel Indonesia (APNI)
Webinar	MIND ID GRC Series #17: Innovation Through A Lens of Mature Corporation - Is It A Risk or Opportunity?	Online, June 20, 2025	MIND ID
Webinar	MIND ID GRC Series #18 - Beyond the Ore: Unearthing Security Risks In Mining & Metals Industries	Online, July 18, 2025	MIND ID
Webinar	MIND ID GRC Series #19 - Future-Proofing MIND ID Leveraging GRC to Navigate Industry Challenge	Online, August 29, 2025	MIND ID
Training	CEO Program	Tokyo, September 24-26, 2025	Mc Kinsey
Webinar	MIND ID GRC Series #20 - Maximizing Social Impact: How GRC Strengthens Community Investment	Online, September 26, 2025	MIND ID
Conference	FT Metals & Mining Summit	London, October 9-10, 2025	FINANCIAL TIMES LIVE (FT LIVE)
Seminar	London Metals Exchanges Metals Seminar 2025	London, October 13, 2025	THE LONDON METAL EXCHANGE
Webinar	MIND ID GRC Series #21 - Climate Resilience & Value Creation: A GRC Approach to Managing Climate Risk	Online, October 24 2025	MIND ID
Webinar	MIND ID GRC Series #22 - Strengthening Corporate Image and Managing Communication Risk	Online, November 21, 2025	MIND ID
Keynote Speaker	ICLF 2025 - One INALUM: Building Collective Ownership Beyond the Company	Kuala Tanjung, December 4, 2025	INALUM
Seminar	ICLF 2025 - Confident Decision-Making: Balancing Speed, Precision, and Governance	Kuala Tanjung, December 5, 2025	INALUM
Seminar	ICLF 2025 - Redefining Work as a Personal Mission to Build Legacy	Kuala Tanjung, December 5, 2025	INALUM
Keynote Speaker	Women Leadership Summit	Jakarta, December 16, 2025	Srikandi Danantara
Webinar	MIND ID GRC Series #23 - Transforming Governance Excellence: The Role of Internal Control Over Financial Reporting (ICOFR) in Enhancing Reliability and Trust in the Mining Industry	Online, December 10, 2025	MIND ID

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Director of Strategic Support & Human Capital - Benny Alexander F.D. Wiwoho

Type of Education and Training	Education and Training Materials	Place/Date	Organizer
Webinar	MIND ID GRC Series #13: Operational Risk in Mining & Metals Industry - Our Roles as Safety Leaders	Online, January 14, 2025	MIND ID
Webinar	MIND ID GRC Series #14: Investment Risk	Online, March 14, 2025	MIND ID
Webinar	MIND ID GRC Series #15: From Risk to Reality: A Method for Assessing the Impact of Corporate Risk	Online, May 2, 2025	MIND ID
Webinar	MIND ID GRC Series #16: GRC Perspective on Sustainability in Mining & Metals Industries	Online, May 26, 2025	MIND ID
Webinar	MIND ID GRC Series #17: Innovation Through A Lens of Mature Corporation - Is It A Risk or Opportunity?	Online, June 20, 2025	MIND ID
Webinar	MIND ID GRC Series #18 - Beyond the Ore: Unearthing Security Risks in Mining & Metals Industries	Online, July 18, 2025	MIND ID
Webinar	MIND ID GRC Series #19 - Future-Proofing MIND ID Leveraging GRC to Navigate Industry Challenge	Online, August 29, 2025	MIND ID
Webinar	MIND ID GRC Series #20 - Maximizing Social Impact: How GRC Strengthens Community Investment	Online, September 26, 2025	MIND ID
Training	Business Sustainability Program - INSEAD	Fountainebleu, October 13-17, 2025	INSEAD
Webinar	MIND ID GRC Series #21 - Climate Resilience & Value Creation: A GRC Approach to Managing Climate Risk	Online, October 24, 2025	MIND ID
Webinar	MIND ID GRC Series #22 - Strengthening Corporate Image and Managing Communication Risk	Online, November 21, 2025	MIND ID
Keynote Speaker	ICLF 2025 - Setting Up the Context: Starting with the "Why?	Kuala Tanjung, December 1, 2025	INALUM
Seminar	ICLF 2025 - Confident Decision-Making: Balancing Speed, Precision, and Governance	Kuala Tanjung, December 5, 2025	INALUM
Seminar	ICLF 2025 - Redefining Work as a Personal Mission to Build Legacy	Kuala Tanjung, December 5, 2025	INALUM
Webinar	MIND ID GRC Series #23 - Transforming Governance Excellence: The Role of Internal Control Over Financial Reporting (ICOFR) in Enhancing Reliability and Trust in the Mining Industry	Online, December 10, 2025	MIND ID

Director of Operations - Ivan Ermisyam

Type of Education and Training	Education and Training Materials	Place/Date	Organizer
Webinar	MIND ID GRC Series #13: Operational Risk in Mining & Metals Industry - Our Roles as Safety Leaders	Online, January 14, 2025	MIND ID
Webinar	MIND ID GRC Series #14: Investment Risk	Online, March 14, 2025	MIND ID
Seminar	TMS 2025 Annual Meeting & Exhibition	Las Vegas, March 23-27, 2025	The Minerals, Metals and Materials Society (TMS)
Webinar	MIND ID GRC Series #15: From Risk to Reality: A Method for Assessing the Impact of Corporate Risk	Online, May 2, 2025	MIND ID
Webinar	MIND ID GRC Series #16: GRC Perspective on Sustainability in Mining & Metals Industries	Online, May 26, 2025	MIND ID
Keynote Speaker	The First Integrated and Longest Gas Transmission Pipeline in South East Asia	Jakarta, June 18, 2025	Pertagas
Webinar	MIND ID GRC Series #17: Innovation Through a Lens of Mature Corporation - Is It a Risk or Opportunity?	Online, June 20, 2025	MIND ID
Webinar	MIND ID GRC Series #18 - Beyond the Ore: Unearthing Security Risks in Mining & Metals Industries	Online, July 18, 2025	MIND ID
Webinar	MIND ID GRC Series #19 - Future-Proofing MIND ID Leveraging GRC to Navigate Industry Challenge	Online, August 29, 2025	MIND ID

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Director of Operations - Ivan Ermisyam

Type of Education and Training	Education and Training Materials	Place/Date	Organizer
Webinar	MIND ID GRC Series #20 - Maximizing Social Impact: How GRC Strengthens Community Investment	Online, September 26, 2025	MIND ID
Webinar	MIND ID GRC Series #21 - Climate Resilience & Value Creation: A GRC Approach to Managing Climate Risk	Online, October 24, 2025	MIND ID
Conference	43rd International Conference and Exhibition - International Committee for Study of Bauxite, Alumina & Aluminium (ICSOBA)	Nanning, October 26 -31, 2025	INTERNATIONAL COMMITTEE FOR STUDY OF BAUXITE, ALUMINA & ALUMINIUM (ICSOBA)
Webinar	MIND ID GRC Series #22 - Strengthening Corporate Image and Managing Communication Risk	Online, November 21, 2025	MIND ID
Seminar	ICLF 2025 - Driving Operational Excellence Through People and Technology	Kuala Tanjung, December 2, 2025	INALUM
Seminar	ICLF 2025 - Confident Decision-Making: Balancing Speed, Precision, and Governance	Kuala Tanjung, December 5, 2025	INALUM
Seminar	ICLF 2025 - Redefining Work as a Personal Mission to Build Legacy	Kuala Tanjung, December 5, 2025	INALUM
Webinar	MIND ID GRC Series #23 - Transforming Governance Excellence: The Role of Internal Control Over Financial Reporting (ICOFR) in Enhancing Reliability and Trust in the Mining Industry	Online, December 10, 2025	MIND ID

Director of Finance - Ramadi Ken Permana

Type of Education and Training	Education and Training Materials	Place / Date	Organizer
Webinar	MIND ID GRC Series #17: Innovation Through A Lens of Mature Corporation - Is It a Risk or Opportunity?	Online, June 20, 2025	MIND ID
Webinar	MIND ID GRC Series #18 - Beyond The Ore: Unearthing Security Risks in Mining & Metals Industries	Online, July 18, 2025	MIND ID
Webinar	MIND ID GRC Series #19 - Future-Proofing MIND ID Leveraging GRC to Navigate Industry Challenge	Online, August 29, 2025	MIND ID
Conference	International Critical Minerals & Metals Summit: Indonesia	London, September 24-26, 2025	FASTMARKET
Webinar	MIND ID GRC Series #20 - Maximizing Social Impact: How GRC Strengthens Community Investment	Online, September 26, 2025	MIND ID
Conference	FT Metals & Mining Summit	London, October 9-10, 2025	FINANCIAL TIMES LIVE (FT LIVE)
Seminar	London Metals Exchanges Metals Seminar 2025	London, October 13, 2025	THE LONDON METAL EXCHANGE
Webinar	MIND ID GRC Series #21 - Climate Resilience & Value Creation: A GRC Approach to Managing Climate Risk	Online, October 24, 2025	MIND ID
Webinar	MIND ID GRC Series #22 - Strengthening Corporate Image and Managing Communication Risk	Online, November 21 2025	MIND ID
Keynote Speaker	ICLF 2025 - Smarter Spending: Building a Shared Responsibility for Efficiency and Sustainability	Kuala Tanjung, December 2, 2025	INALUM
Seminar	ICLF 2025 - Confident Decision-Making: Balancing Speed, Precision, and Governance	Kuala Tanjung, December 5, 2025	INALUM
Seminar	ICLF 2025 - Redefining Work as a Personal Mission to Build Legacy	Kuala Tanjung, December 5, 2025	INALUM
Webinar	MIND ID GRC Series #23 - Transforming Governance Excellence: The Role of Internal Control Over Financial Reporting (ICOFR) in Enhancing Reliability and Trust in the Mining Industry	Online, December 10, 2025	MIND ID

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Director of Business Development - Arif Haendra

Type of Education and Training	Education and Training Materials	Place / Date	Organizer
Webinar	MIND ID GRC Series #17: Innovation Through a Lens of Mature Corporation - Is It a Risk or Opportunity?	Online, June 20, 2025	MIND ID
Seminar	In-Depth Analysis of Corporate Action Risk Management in the MIND ID Group Through the Role and Function of JAMDATUN RI as State Attorney	Bogor, July 4, 2025	MIND ID
Webinar	MIND ID GRC Series #18 - Beyond the Ore: Unearthing Security Risks in Mining & Metals Industries	Online, July 18, 2025	MIND ID
Webinar	MIND ID GRC Series #19 - Future-Proofing MIND ID Leveraging GRC to Navigate Industry Challenge	Online, August 29, 2025	MIND ID
Seminar	Program Xcellence Batch 3 - Showcase	Jakarta, August 29, 2025	MIND ID
Seminar	Forum Hukum BUMN Pertambangan	Jakarta, September 16, 2025	MIND ID
Webinar	MIND ID GRC Series #20 - Maximizing Social Impact: How GRC Strengthens Community Investment	Online, September 26, 2025	MIND ID
Keynote Speaker	Downstreaming Natural Resource Processing Industry to Increase Added Value and National Competitiveness	Jakarta, September 26, 2025	BADAN KEJURUAN KIMIA PERSATUAN INSINYUR INDONESIA
Keynote Speaker	Harnessing Artificial Intelligence to Unlock Mining's Next Frontier	Jakarta, October 14, 2025	KATADATA
Keynote Speaker	Identifying and Sharpening the Logistics and Connectivity Infrastructure	Jakarta, October 22, 2025	Kementrian Investasi & Hilirisasi (BKPM)
Webinar	MIND ID GRC Series #21 - Climate Resilience & Value Creation: A GRC Approach To Managing Climate Risk	Online, October 24, 2025	MIND ID
Conference	43rd International Conference and Exhibition - International Committee for Study of Bauxite, Alumina & Aluminium (ICSOBA)	Nanning, October 26-31, 2025	INTERNATIONAL COMMITTEE FOR STUDY OF BAUXITE ALUMINA & ALUMINIUM (ICSOBA)
Webinar	MIND ID GRC Series #22 - Strengthening Corporate Image and Managing Communication Risk	Online, November 21, 2025	MIND ID
Keynote Speaker	ICLF 2025 - Collaborating for Impact: Business Development as a Catalyst for Long-Term Growth	Kuala Tanjung, December 3, 2025	INALUM
Seminar	ICLF 2025 - Smarter Spending: Building a Shared Responsibility for Efficiency and Sustainability	Kuala Tanjung, December 5, 2025	INALUM
Seminar	ICLF 2025 - Redefining Work as a Personal Mission to Build Legacy	Kuala Tanjung, December 5, 2025	INALUM
Webinar	MIND ID GRC Series #23 - Transforming Governance Excellence: The Role of Internal Control Over Financial Reporting (ICOFR) in Enhancing Reliability and Trust in the Mining Industry	Online, December 10, 2025	MIND ID

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BOARD OF DIRECTORS AUTHORITIES THAT MUST OBTAIN WRITTEN APPROVAL FROM THE BOARD OF COMMISSIONERS

1. Imposing fixed assets/assets in addition to the Company's land and/or buildings for short -term credit withdrawals.
2. Cooperating with business entities or other parties in license cooperation, management contracts, renting assets, operating cooperation (KSO), build for handover (BOT operate transfer/BOT), build ownership of handover (Build Own Transfer/Bowt), build handover (Build Transfer Operate/BTO) and other cooperation with a certain time or time period set by the GMS;
3. Receiving or providing medium-term/long-term loans, except loans (debt or receivables) arising from business transactions, and loans given to subsidiaries with the provision loans to subsidiaries reported to the Board of Commissioners.

4. Writing off bad debts and dead inventory from the books;
   a. Releasing and/or writing off the Company's movable fixed assets with an economic life of up to 10 (ten) years.
   b. Releasing and/or writing off fixed assets other than the Company's land and/or buildings.
   c. Writing off fixed assets due to certain conditions, namely:
      - Because they are dismantled for rebuilt or built into other fixed assets whose budget has been set in the RKAP; and
      - Because it was dismantled not to be rebuilt due to other programs planned in the RKAP.
5. Determining the organizational structure up to 1 (one) level below the Board of Directors complete with duties and responsibilities

Within 30 (thirty) days from the receipt of an application or explanation and complete documents from the Board of Directors, the Board of Commissioners must issue a Decision.

PERFORMANCE ASSESSMENT OF COMMITTEES UNDER THE BOARD OF DIRECTORS

As of December 31, 2025, INALUM's Board of Directors does not have any committees under its Board of Directors, as it does not yet require committees to assist in running the Company's operations. All management duties and responsibilities, including monitoring GCG principles, carried out by the Corporate Secretary and Internal Audit, are carried out by the Board of Directors without establishing a committee. Therefore, there is no information to report on the performance assessment procedures and criteria used, such as performance achievements during the fiscal year, competency, and attendance at committee meetings, which should be under the Board of Directors.

IMPLEMENTATION OF THE BOARD OF DIRECTORS' DUTIES IN 2025

During 2025, the Company Board of Directors carried out its corporate management functions based on the spirit of "Galvanizing Growth," namely accelerating the Company's growth by strengthening operational performance, developing the downstream sector of the national aluminium industry, improving the quality of corporate governance, and strengthening sustainable social and environmental contributions. Through these strategic steps, the Board of Directors ensured the Company was continuing to grow sustainably while providing added value to shareholders, the nation, and society.

In terms of operations, the Board of Directors directed the optimization of production capacity, increased process efficiency, and strengthened integration of the national aluminium supply chain. These efforts yielded significant achievements throughout 2025, with INALUM achieving an all-time high in both aluminium production and sales.

In 2025, aluminium production reached 274,233 Ton, exceeding the 2025 RKAP target of 274,150 Ton and an increase from the previous year's production of 274,230 Ton in 2024. Commercially, the Company also achieved a record-high sales volume of 280,141 Ton, surpassing the 2024 sales figure of 276,381 Ton and the 2025 RKAP target of 274,140 Ton.

These achievements reflects the Company's success in maintaining operational stability, increasing production efficiency, and strengthening its commercial strategy and integrated supply chain management. This success was also the result of synergy, operational discipline, and the commitment of all INALUM employees to maintaining the Company's operational sustainability despite the dynamics of the global metals industry.

In line with the national mineral downstreaming agenda, the Board of Directors also strengthened the integrated aluminium industry ecosystem by utilizing domestic alumina produced by PT Borneo Alumina Indonesia (BAI), which began receiving shipments in Kuala Tanjung in 2025. In addition, the operation of the Mempawah Phase I strategic Smelter Grade Alumina Refinery (SGAR) project in West Kalimantan was a significant milestone for strengthening the raw material supply chain for the national aluminium industry and increasing the added value of Indonesia's mineral resources.

When carrying out the Company's operational activities, the Board of Directors places Occupational Health and Safety (OHS) as a top priority. A number of safety culture strengthening programs were continuously implemented through increased discipline in adhering to operational standards, consistent production of Safety Observation Reports (SORs), applying the 5R work culture (Ringkas, Pipi, Resik, Rawat, Rajin), and strengthening the role of work unit leaders in building a safe and responsible work culture. These commitments serve as a crucial foundation for maintaining the sustainability of the Company's operations while protecting all Company employees.

In the area of corporate governance, the Board of Directors ensured the consistent application of GCG principles by holding General Meetings of Shareholders, strengthening internal control systems, managing corporate risk, and enhancing compliance with applicable laws and regulations. The Board of Directors also continued to encourage the application of the policies that strengthen organizational integrity, professionalism, and accountability in all of the Company's business processes.

To strengthen the relationships with stakeholders, the Board of Directors is actively developing strategic collaborations with government institutions, agencies, and international partners. One important step taken was the signing of an international cooperation agreement at the 2025 World Expo in Osaka, Japan, which provided a crucial opportunity for the Company to expand its global partnership network and strengthen INALUM's position in the international aluminium industry.

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The Company's commitment to sustainable business practices can be seen in the awards achieved in 2025, including the Gold PROPER and Green PROPER awards from the Ministry of Environment and Forestry, as well as an award at the 2025 TOP CSR Awards. These achievements demonstrate the Company's success in integrating Environmental, Social, and Governance (ESG) principles into its business management and operations.

In addition, the Board of Directors also provided guidance on the application of the Social and Environmental Responsibility (SER) programs, which focused on improving the welfare of communities surrounding the Company's operational areas. These programs cover education, health, community economic empowerment, environmental conservation, and humanitarian assistance, aimed at creating a positive social impact and strengthening harmonious relationships between the Company and the community.

In the area of HC development, the Board of Directors continued to encourage organizational capacity building through competency development programs, continuous learning, and strengthening corporate culture. One strategic initiative taken in 2025 was the INALUM Culture and Learning Fest (ICLF) 2025, which lasted five days and was attended by 2,971 participants from work units within the Company. The ICLF 2025 featured 36 learning sessions, involving 41 speakers from inside and outside the Company, and spanned a total of 71 learning hours. These sessions covered strengthening corporate culture, enhancing professional competency, leadership development, innovations, and strategic topics that support organizational transformation and the Company's sustainable performance improvement.

As a continuation of strengthening the national aluminium value chain, in 2026, the Board of Directors conducted a groundbreaking for the Mempawah Smelter Grade Alumina Refinery (SGAR) Phase II construction, and a second aluminium smelter in Mempawah, West Kalimantan. This strategic project was part of the development of an integrated national aluminium industrial ecosystem, consisting of bauxite, alumina, and aluminium within the country.

This development is expected to increase domestic alumina production capacity, strengthen the resilience of raw material supplies for the national aluminium industry, and support the national mineral downstreaming agenda and reduce dependence on aluminium imports.

Through these strategic steps, the Board of Directors is committed to continuously strengthening the Company's operational foundation, increasing the added value of the national aluminium industry, and encouraging sustainable corporate growth. With the spirit of Galvanizing Growth, INALUM will continue to strengthen its operational performance, enhance industrial competitiveness, and make a greater contribution to national economic development.

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Board of Commissioners and Board of Directors Meetings

BOARD OF COMMISSIONERS MEETINGS

One of the processes for supervising INALUM's operational activities is through meetings, which consist of Internal Board of Commissioners meetings attended only by Board of Commissioners members, and Joint Board of Commissioners Meetings with the Board of Directors invited. The rules, procedures, and policies regarding the frequency of Board of Commissioners meetings are stipulated in the Board of Commissioners Charter.

Board of Commissioners Meeting Policy

In accordance with the Board Manual provisions, the Board of Commissioners meeting policy is as follows:

1. Quorum Requirements
   a. Board of Commissioners meetings are valid and have the right to make binding decisions if attended or represented by more than 1/2 (one half) of the Board of Commissioners members.
   b. For 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 the other meeting agenda items.
   c. A Member of the Board of Commissioners can be represented in the meetings only by other Members of the Board of Commissioners based on written authorization specifically given for that purpose.
   d. A Member of the Board of Commissioners can only be represented by one other Member of the Board of Commissioners
   e. In the event that a Member of the Board of Commissioners cannot attend the meeting physically, then the Member of the Board of Commissioners can attend the meeting via teleconference, video conference or other electronic media in accordance with the provisions.
2. Chair of the Meeting
   a. All Board of Commissioners meetings are chaired by the President Commissioner. In the event the President Commissioner is absent or unable to attend, the Board of Commissioners meeting is chaired by another member of the Board of Commissioners appointed by the President Commissioner.
   b. In the event that the President Commissioner does not make an appointment, the Member of the Board of Commissioners who has served the longest as a Member of the Board of Commissioners acts as Chair of the Board of Commissioners meeting.
   c. In the event there is more than one member of the Board of Commissioners who has served the longest as a Member of the Board of Commissioners, then the Member of the Board of Commissioners who is the oldest acts as Chair of the meeting.

Meeting Frequency

The Board of Commissioners holds meetings at least once a month, and can invite the Board of Directors to these meetings. The Board of Commissioners may hold meetings at any time upon the request of one or more members of the Board of Commissioners, the Board of Directors, or upon the written request of one or more shareholders representing at least 1/10 (one-tenth) of the total number of shares with voting rights, stating the matters for discussion.

Meeting Place

Board of Commissioners meetings are considered valid if they are held at the Company's domicile or elsewhere within theterritory of the Republic of Indonesia.

Electronic Means

Board of Commissioners meetings can be held via teleconference, video conference, or other electronic means that allow all Board of Commissioners meeting participants to see and/or hear each other directly and participate in the meeting.

Meeting Material

The Board of Directors must submit meeting material for the Board of Directors and Board of Commissioners Meetings 7 (seven) days prior to the meeting date. The Board of Commissioners, with the assistance of supporting committees, will review the meeting material.

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Frequency and Attendance Level at Board of Commissioners Meetings in 2025

By the end of 2025, the Board of Commissioners held 15 (fifteen) internal meetings and 15 (fifteen) joint meetings with the Board of Directors. The attendance level for each member of the Board of Commissioners is as follows:

No.	Attendees		Internal Meeting			Joint Meeting		
	Name	Position	Number of Meetings	Number Attended	%	Number of Meetings	Number Attended	%
1	Musa Bangun	President Commissioner concurrently Independent Commissioner	15	15	100%	12	12	100%
2	Martuani Sormin	Independent Commissioner	7	7	100%	7	7	100%
3	Ahmad Erani Yustika	Commissioner	7	7	100%	7	7	100%
4	Hari Soebagijo	Independent Commissioner	15	15	100%	12	12	100%
5	Indra Simarta	Commissioner	15	15	100%	12	12	100%
6	Ali Said	Commissioner	8	8	100%	8	8	100%
7	Kardwiyana Ukar	Commissioner	8	8	100%	8	8	100%

Board of Commissioners' Internal Meeting Agenda

No.	Date	Agenda	Meeting Participants	Minutes of Meeting No.
1	January 20, 2025	• Report of the Board of Commissioners for the January 2025 Period; • Evaluation of the Company's Performance for December 2024; • Other matters.	Board of Commissioners, Audit Committee, Nomination, Remuneration, Risk Monitoring & GCG Committee, Board of Commissioners Secretariat	RIS-01/KOM/2025
2	February 17, 2025	• Report of the Board of Commissioners for the February 2025 Period; • Evaluation of the Company's Performance for January 2025; • Other matters.	Board of Commissioners, Audit Committee, Nomination, Remuneration, Risk Monitoring & GCG Committee, Board of Commissioners Secretariat	RIS-03/KOM/2025
3	March 6, 2025	• Evaluation of the INALUM Board of Directors; • Other matters.	Board of Commissioners, Audit Committee, Nomination, Remuneration, Risk Monitoring & GCG Committee, Board of Commissioners Secretariat	RIS-05/KOM/2025
4	March 17, 2025	• Report of the Board of Commissioners for the March 2025 Period; • Evaluation of the Company's Performance for March 2025; • Other matters.	Board of Commissioners, Audit Committee, Nomination, Remuneration, Risk Monitoring & GCG Committee, Board of Commissioners Secretariat	RIS-06/KOM/2025
5	April 25, 2025	• Report of the Board of Commissioners for the April 2025 Period; • Evaluation of the Company's Performance for March 2025; • Other matters.	Board of Commissioners, Audit Committee, Nomination, Remuneration, Risk Monitoring & GCG Committee, Board of Commissioners Secretariat	RIS-08/KOM/2025
6	May 21, 2025	• Report of the Board of Commissioners for the May 2025 Period; • Evaluation of the Company's Performance for April 2025; • Other matters.	Board of Commissioners, Audit Committee, Nomination, Remuneration, Risk Monitoring & GCG Committee, Board of Commissioners Secretariat	RIS-10/KOM/2025
7	June 8, 2025	• Discussion on Follow-up to the GCG Areas of Improvement; • Other matters.	Board of Commissioners, Audit Committee, Nomination, Remuneration, Risk Monitoring & GCG Committee, Board of Commissioners Secretariat	RIS-12/KOM/2025

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Board of Commissioners' Internal Meeting Agenda

No.	Date	Agenda	Meeting Participants	Minutes of Meeting No.
8	June 11, 2025	• Initial Introduction to the Board of Commissioners; • Division of Duties of the Board of Commissioners; • Other matters.	Board of Commissioners, Audit Committee, Nomination, Remuneration, Risk Monitoring & GCG Committee, Board of Commissioners Secretariat	RIS-13/KOM/2025
9	June 16, 2025	• Report of the Board of Commissioners for the June 2025 Period; • Evaluation of the Company's Performance for May 2025; • Other matters.	Board of Commissioners, Audit Committee, Nomination, Remuneration, Risk Monitoring & GCG Committee, Board of Commissioners Secretariat	RIS-14/KOM/2025
10	July 2025	• Report of the Board of Commissioners for the July 2025 Period; • Evaluation of the Company's Performance for June 2025; • Other matters.	Board of Commissioners, Audit Committee, Nomination, Remuneration, Risk Monitoring & GCG Committee, Board of Commissioners Secretariat	RIS-16/KOM/2025
11	August 19, 2025	• Report of the Board of Commissioners for the August 2025 Period; • Evaluation of the Company's Performance for July 2025; • Other matters.	Board of Commissioners, Audit Committee, Nomination, Remuneration, Risk Monitoring & GCG Committee, Board of Commissioners Secretariat	RIS-18/KOM/2025
12	September 17, 2025	• Report of the Board of Commissioners for the September 2025 Period; • Evaluation of the Company's Performance for August 2025; • Other matters.	Board of Commissioners, Audit Committee, Nomination, Remuneration, Risk Monitoring & GCG Committee, Board of Commissioners Secretariat	RIS-20/KOM/2025
13	October 17, 2025	• Report of the Board of Commissioners for the October 2025 Period; • Evaluation of the Company's Performance for September 2025; • Other matters.	Board of Commissioners, Audit Committee, Nomination, Remuneration, Risk Monitoring & GCG Committee, Board of Commissioners Secretariat	RIS-22/KOM/2025
14	November 20, 2025	• Report of the Board of Commissioners for the November 2025 Period; • Evaluation of the Company's Performance for October 2025; • Other matters.	Board of Commissioners, Audit Committee, Nomination, Remuneration, Risk Monitoring & GCG Committee, Board of Commissioners Secretariat	RIS-25/KOM/2025
15	December 19, 2025	• Report of the Board of Commissioners for the December 2025 Period; • Evaluation of the Company's Performance for November 2025; • Other matters.	Board of Commissioners, Audit Committee, Nomination, Remuneration, Risk Monitoring & GCG Committee, Board of Commissioners Secretariat	RIS-28/KOM/2025

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Board of Commissioners and Board of Directors Joint Meeting Agenda

No.	Date	Agenda	Meeting Participants	Minutes of Meeting No.
1	January 21, 2025	• Presentation by the Board of Directors on the follow-up to the investigative audit results related to anode shaft repair work at the Carbon Plant; • Discussion on HC management; • Evaluation of the Company's Performance for the December 2024 Period, including the Board of Directors' response to the Board of Commissioners' Directives for December 2024 Performance; • Other matters.	Board of Commissioners, Board of Directors, Board of Commissioners Organs, Corporate Secretary, BOD-1	RIS-02/KOM/2025
2	February 28, 2025	Evaluation of the Company's Performance for the January 2025 Period, including the Board of Directors' response to the Board of Commissioners' Directives for the January 2025 Performance.	Board of Commissioners, Board of Directors, Board of Commissioners Organs, Corporate Secretary, BOD-1	RIS-04/KOM/2025
3	March 20, 2025	Evaluation of the Company's Performance for the February 2025 Period, including the Board of Directors' response to the Board of Commissioners' Directives for the February 2025 Performance.	Board of Commissioners, Board of Directors, Board of Commissioners Organs, Corporate Secretary, BOD-1	RIS-07/KOM/2025

Board of Commissioners and Board of Directors Joint Meeting Agenda

No.	Date	Agenda	Meeting Participants	Minutes of Meeting No.
4	April 29, 2025	Evaluation of the Company's Performance for the March 2025 Period, including the Board of Directors' response to the Board of Commissioners' Directives for the March 2025 Performance.	Dewan Komisaris, Dewan Direksi, Organ Dewan Komisaris, Sekertaris Perusahaan, BOD-1	RIS-09/KOM/2025
5	May 23, 2025	Evaluation of the Company's Performance for the April 2025 Period, including the Board of Directors' response to the Board of Commissioners' Directives for the April 2025 Performance.	Board of Commissioners, Board of Directors, Board of Commissioners Organs, Corporate Secretary, BOD-1	RIS-11/KOM/2025
6	June 30, 2025	Evaluation of the Company's Performance for the May 2025 Period, including the Board of Directors' response to the Board of Commissioners' Directives for the May 2025 Performance.	Board of Commissioners, Board of Directors, Board of Commissioners Organs, Corporate Secretary, BOD-1	RIS-15/KOM/2025
7	July 28, 2025	• Evaluation of the Company's Performance for the June 2025 Period, including the Board of Directors' response to the Board of Commissioners' Directives for the June 2025 Performance; • Other matters.	Board of Commissioners, Board of Directors, Board of Commissioners Organs, Corporate Secretary, BOD-1	RIS-17/KOM/2025
8	August 25, 2025	Evaluation of the Company's Performance for the July 2025 Period, including the Board of Directors' response to the Board of Commissioners' Directives for the July 2025 Performance.	Board of Commissioners, Board of Directors, Board of Commissioners Organs, Corporate Secretary, BOD-1	RIS-19/KOM/2025
9	September 30, 2025	• Evaluation of the Company's Performance for the August 2025 Period, including the Board of Directors' response to the Board of Commissioners' Directives for the August 2025 Performance; • Discussion on the 2026 Draft Work Plan and Budget; • Other matters.	Board of Commissioners, Board of Directors, Board of Commissioners Organs, Corporate Secretary, BOD-1	RIS-21/KOM/2025
10	October 22, 2025	• Evaluation of the Company's Performance for the September 2025 Period, including the Board of Directors' response to the Board of Commissioners' Directives for the September 2025 Performance; • Other matters.	Board of Commissioners, Board of Directors, Board of Commissioners Organs, Corporate Secretary, BOD-1	RIS-23/KOM/2025
11	November 25, 2025	• Evaluation of the Company's Performance for the October 2025 Period, including the Board of Directors' response to the Board of Commissioners' Directives for the October 2025 Performance; • Other matters.	Board of Commissioners, Board of Directors, Board of Commissioners Organs, Corporate Secretary, BOD-1	RIS-26/KOM/2025
12	December 23, 2025	• Evaluation of the Company's Performance for the November 2025 Period, including the Board of Directors' response to the Board of Commissioners' Directives for the November 2025 Performance; • Other matters.	Board of Commissioners, Board of Directors, Board of Commissioners Organs, Corporate Secretary, BOD-1	RIS-29/KOM/2025

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BOARD OF DIRECTORS MEETINGS

The rules of procedure, procedures, and policies regarding the frequency of Board of Directors Meetings are determined in the Board of Commissioners Charter.

Board of Directors Meeting Policy

In practice, the Board of Directors Meetings are held in accordance with statutory regulations. The Board of Directors Meeting agenda is prepared before the following year, and the Board of Directors Meetings are held at least once a month, and the Board of Commissioners may be invited to attend. A Board of Directors Meeting may be held at any time if:

1. It is considered necessary by one or more members of the Board of Directors;
2. There is a written request from one or more members of the Board of Commissioners; or
3. Upon written request from 1 (one) or more Shareholders who together represent 1/10 (one tenth) or more of the total numberof shares with voting rights.

Frequency and Attendance Level of Board of Directors Meetings in 2025

held 25 internal Board of Directors meetings and 12 joint meetings with the Board of Commissioners, with the attendance level of each member of the Board of Directors as follows:

No.	Attendees		Internal Meeting			Joint Meeting			Explanation
	Name	Position	Number of Meetings	Number Attended	%	Number of Meetings	Number Attended	%	
1	Ilhamsyah Mahendra	President Director	14	14	100%	5	5	100%	Honorably dismissed on June 10, 2025
2	Melati Sarnita	Director of Business Development	26	25	96.15%	12	12	100%	The assignment was transferred to President Director starting on June 10, 2025.
3	Benny Alexander FD Wiwoho	Director of Strategic Support & Human Capital concurrently Acting. Director of Finance	26	26	100%	12	12	100%	-
4	Ivan Ermisyam	Director of Operations	26	25	96.15%	12	12	100%	-
5	Ramadi Ken Permana	Director of Finance	12	12	100%	7	7	100%	Appointed as Director on June 10, 2025
6	Arif Haendra	Director of Business Development	12	12	100%	7	7	100%	

Board of Directors' Meeting Agenda

No	Date	Agenda	Melati Sarnita	Ilhamsyah Mahendra	Ivan Ermisyam	Benny A. FD Wiwoho	Ramadi Ken Permana	Arif Haendra
1	January 10, 2025	Submission of Unaudited Financial Statements	✓	✓	✓	✓	-	-
2	January 14, 2025	Investor NBO Evaluation	✓	✓	✓	✓	-	-
3	February 27, 2025	INALUM Fair Value Valuation	-	✓	✓	✓	-	-
4	February 28, 2025	Discussion on Sales Projects	✓	✓	✓	✓	-	-
5	March 10, 2025	• 2024 Board of Directors' KPIs • Project Discussion • Approval of Annual Report Design & Theme	✓	✓	✓	✓	-	-
6	March 18, 2025	Discussion on 2024 Fiscal Year Dividend	-	✓	✓	✓	-	-
7	March 25, 2025	Discussion on 2024 Fiscal Year Dividend	✓	✓	-	✓	-	-
8	April 16, 2025	BBU Procurement	✓	✓	✓	✓	-	-
9	April 23, 2025	• Bus Rental • Gaharu Mess Renovation • Discussion on Projects	✓	✓	✓	✓	-	-
10	May 2025	• Submission of Corporate L1 KPIs • Information Socialization by the IRC Department • Other Information	✓	✓	✓	✓	-	-
11	May 2025	• Discussion on Projects • Corporate Bus Rental Procurement • Use of INALUM Land Assets	✓	✓	✓	✓	-	-

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Board of Directors' Meeting Agenda

No	Date	Agenda	Melati Sarnita	Ilhamsyah Mahendra	Ivan Ermisyam	Benny A. FD Wiwoho	Ramadi Ken Permana	Arif Haendra
12	May 2025	• Discussion on Projects • Internal Project Feasibility	✓	✓	✓	✓	-	-
13	June 2, 2025	Alumina Purchase	✓	✓	✓	✓	-	-
14	June 19, 2025	• Discussion on Subsidiary Management • Export Sales	✓	✓	✓	✓	-	-
15	July 8, 2025	Subsidiary AGMS Plan	✓	-	✓	✓	✓	✓
16	July 18, 2025	Discussion on Business Continuity Plan (BCP)	✓	-	✓	✓	✓	✓
17	August 19, 2025	Sustainability of Molten Supply	✓	-	✓	✓	✓	✓
18	September 6, 2025	Initial Discussion on the 2026 Draft RKAP	✓	-	✓	✓	✓	✓
19	September 2025	• Discussion on the 2026 Draft RKAP • Logo and Theme for INALUM's 50th Anniversary	✓	-	✓	✓	✓	✓
20	October 3, 2025	• Approval of Subsidiary AGMS Decisions • Changes to the PT BAI Management Composition • Discussion on Projects	✓	-	✓	✓	✓	✓
21	November 17, 2025	Lake Toba Water Level Control	✓	-	✓	✓	✓	✓
22	November 18, 2025	Update on Strategic Projects	✓	-	✓	✓	✓	✓
23	December 9, 2025	INALUM Anniversary Preparations	✓	-	✓	✓	✓	✓
24	December 10, 2025	Discussion on Subsidiary Performance BCP Drill	✓	-	✓	✓	✓	✓
25	December 30, 2025	Proposed Approval by INALUM's Board of Directors for the 2024 PT IBI AGMS	✓	-	✓	✓	✓	✓

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Board of Commissioners and Board of Directors Performance Assessment

BOARD OF COMMISSIONERS PERFORMANCE ASSESSMENT

Each year, shareholders evaluate the Board of Commissioners performance, both as a unit and individually. This evaluation serves as a means of assessing and increasing the effectiveness of the Board of Commissioners, and serves as a basis for shareholder considerations when providing incentives, reappointing, or dismissing members of the Board of Commissioners.

Procedure

1. The performance evaluation plan for the Board of Commissioners is included in the RKA of the Board of Commissioners;
2. The Board of Commissioners performance evaluation is carried out by comparing the realization of the Board of Commissioners' Key Performance Indicators (KPI) against targets;
3. The Board of Commissioners performance evaluation is also carried out individually based on the division of duties of the Board of Commissioners;
4. The Board of Commissioners performance is included as part of the Board of Commissioners' Supervisory Duties Report submitted to the GMS.

Criteria

To evaluate the performance of the Board of Commissioners and each member of the Board of Commissioners, the Company uses three key performance indicators:

1. Internal Board of Commissioners;
2. The Board of Commissioners with the Board of Directors; and
3. The Board of Commissioners with the GMS. Assessments are conducted according to the indicator description, weights, and target, to pproduce a score.

Assessor

The Board of Commissioners' performance evaluation was conducted through a self-assessment, referring to the achievement of the 2025 Key Performance Indicators (KPIs), which were approved by the GMS.

2025 Assessment Results

The Board of Commissioners achieved a key performance score of 92.86% in 2025, with the following details:

1. Achievement of Company KPI Contribution: 16.9%
2. Supervision and Advisory Aspect: 37.5%
3. Dynamics and Strengthening of Governance: 38.5%

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No	Board of Commissioners Duties, Functions and Responsibilities	Indicator	Weight (%)	Unit	Target	Score
(1)	(2)	(3)	(4)	(5)	(6)	(7)
1	**Board of Directors' KPI Achievement Contribution Aspect**		**20**			**16.9**
	Board of Directors KPI Achievement.	Realization of Board of Directors KPI Achievement	20	%	100	16.9
2	**Supervisory and Advisory Aspect**		**40**			**37.5**
	a. Provide approval/recommendation/ response to the Board of Directors on corporate actions accompanied by clear and timely reasons in accordance with the provisions of the articles of association.	The time required to grant approval for corporate actions, accompanied by clear and timely justification in accordance with the provisions of the articles of association.	5	days	30	5.0
	b. Providing advice or suggestions to the Board of Directors to optimize performance in accordance with the work plan, GMS directives, and improving BUMN compliance with laws and regulations.	Providing advice or suggestions to the Board of Directors to optimize performance in accordance with the work plan, GMS directives, and to improve compliance of SOEs (including their subsidiaries) with laws and regulations.	10	Board of Commissioners Directive Letter	12	7.5
	c. Conducting supervision through site visits to BUMN strategic activities.	Report on site visits to strategic SOE activities carried out up to the third quarter.	5	Reports	2	5.0
	d. Examining, reviewing and signing the RKAP prepared by the Board of Directors.	Submitting responses to the Board of Directors regarding the RKAP and RJPP	5	Letters	1	5.0
	e. Supervising the implementation of the RKAP	Submission of feedback on performance for the first, second, and third quarters to shareholders	6	Letters	3	6.0

No	Board of Commissioners Duties, Functions and Responsibilities	Indicator	Weight (%)	Unit	Target	Score
(1)	(2)	(3)	(4)	(5)	(6)	(7)
	f. Providing opinions and suggestions to the GMS regarding the annual report	Providing feedback to the GMS regarding the annual report	4	Letters	1	4.0
	g. Proposing the KAP to audit the Company's financial statements	Proposals to the GMS/Minister regarding KAP auditing the financial statements	5	Letters	1	5.0
3	**Dynamic and Strengthening Governance Aspect**		**40**			**38.5**
	a. Development Activities					
	Participating in FGD/Training.	FGD/Training Activities	10	Reports/ Certificates	5	10.0
	b. Strengthening Governance		30			
	1. Preparing the Board of Commissioners' Annual Work Plan and Budget	Submission of the Board of Commissioners' Annual Work Plan and Budget to the Board of Directors	4	Letters	1	4.0
	2. Minutes of Internal Board of Commissioners Meetings	Preparation of minutes of meeting signed by all members of the Board of Commissioners present	6	Minutes	12	6.0
	3. Minutes of Joint Meetings of the Board of Commissioners and Board of Directors	Preparation of minutes of meetings signed by all members of the Board of Commissioners and Board of Directors present	6	Minutes	12	4.5
	4. Meetings attendance:		14			
	a. Internal Board of Commissioners Meetings	Average percentage of attendance by each member of the Board of Commissioners	5	% attended	80	5.00
	b. Coordination/joint meeting of the Board of Commissioners and the Board of Directors.	Average percentage of attendance by each member of the Board of Commissioners	5	% attended	80	5.00
	c. Annual GMS	Percentage of attendance by the Board of Commissioners at the Annual GMS	4	% attended	100	4.0
	TOTAL		**100**	**%**		**92.86**

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BOARD OF DIRECTORS PERFORMANCE ASSESSMENT

The Board of Directors evaluation is carried out by the Board of Commissioners by referring to the Minister of State-Owned Enterprises Regulation No. PER-2/MBU/03/2023 concerning Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises.

Procedure

The Board of Commissioners evaluates the Board of Directors by referring to the Minister of State-Owned Enterprises Regulation No. PER-2/MBU/03/2023 concerning Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises. The evaluation method and reporting format used by the Board of Commissioners in 2025, was based on the Company's collegial Key Performance Indicators (KPIs).

The Company conducts periodic, measurable performance assessments of the Board of Directors, including the President Director, based on Key Performance Indicators (KPIs), the Management Contract, the Company's Work Plan and Budget (RKAP), and the Company's strategic targets established by the Shareholders. Assessments are conducted both collegially and individually, in accordance with the Shareholders' authority and with due regard to GCG principles and applicable laws and regulations.

Criteria

The Board of Directors' collegial performance is based on the Company's Key Performance Indicators (KPIs).

Assessor

The Board of Commissioners evaluates the Board of Directors' performance and then submits the results to Shareholders.

2025 Assessment Results

Based on the Minister of BUMN Decree No. PER-02/MBU/03/2023 ("PER-2") dated March 3, 2023, and referring to the Management Contract between the proxy as Shareholder to act at the General Meeting of PT Mineral Industri Indonesia (Persero) and the Board of Directors of PT Indonesia Asahan Aluminium, approved on February 24, 2025, the Company's Collegial KPI achievement was 85.54.

Realization of Board of Directors' KPI in 2025

Perspective	Score
Economic and social value for Indonesia	57.58
Business model innovation	14.67
Technology leadership	3.02
Increased investment	5.48
Talent development	4.79
Total	**85.54**

In addition, the Company also establishes KPIs for each member of the Board of Directors in accordance with their duties and responsibilities, which will be assessed by the Board of Commissioners at the end of each fiscal year.

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Transparency of Information about the Board of Commissioners and Board of Directors

BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS COMPOSITION DIVERSITY

INALUM's Board of Commissioners and Board of Directors composition diversity is reflected in their diverse educational backgrounds, expertise, and experience. This diversity is considered positive and crucial for an effective quality decision-making process, and for proper supervision by the Board of Commissioners, as well as for the management of the Company by the Board of Directors, regardless of gender, to improve the Company's overall performance. This also aligns with the Financial Services Authority (OJK) recommendations as stated in the Attachment to OJK Circular Letter No. 32/SEOJK.04/2015 concerning Guidelines for Public Company Governance, which states the Board of Commissioners and Board of Directors composition must take into account the diversity of the members.

Information on the Company's Board of Commissioners and Board of Directors composition diversity is as follows:

Name	Position	Age	Gender	Education	Work Experience	Expertise
Board of Commissioners						
Musa Bangun	President Commissioner concurrently Independent Commissioner	68 Years old	Male	• Seskoad (1998) • Akabri (1983)	• Coordinator of the Army Chief of Staff's Expertise (2015-2017) • Legal Expert for the Army Chief of Staff (2015) • Commander of Military District 131/ Santiago (2013-2015) • Inspector of the Army Strategic Reserves Command (Kostrad), Director of the Army Education and Training Command (2012-2013) • Commander of Military District 091/Aji Surya Natakesuma (2009-2010)	Management
Hari Soebagijo	Independent Commissioner	61 Years old	Male	• Master's degree in Law from Universitas Diponegoro (2010) • Bachelor's degree in Political Science from Open University	• Pati Army Headquarters (2022) • Kapuskon Baranahan Ministry of Defense of the Republic of Indonesia (2019) • Head of Fasbang & BMN Regional Secretariat Meeting of the Ministry of Defense of the Republic of Indonesia (2017) • Pamen DAM IM (2014) • Intermediate Analyst for BTD Bid Ditfasjasa Kemhan RI (2014) • Aslog Kasdam I/BB (2013)	Legal
Indra Simarta	Commissioner	61 Years old	Male	• Bachelor of Architecture - Curtin University, Perth Western Australia (1991) • Bachelor of Architectural Science - Curtin University, Perth Western Australia (1989)	• President Commissioner of PT Pialang Asuransi Provis Mitra Sinergi (2019-present) • Independent Commissioner of Goa Makassar Township Development (2015-2017) • Independent Commissioner of Lippo Cikarang (2008-2015)	Management

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Name	Position	Age	Gender	Education	Work Experience	Expertise
Ali Said	Commissioner	59 Years old	Male	Bachelor's degree in Economics - Universitas Islam Bandung	• President Commissioner of PT Crystal Cakrawala Indah (Present) • President Director of PT Gowa Makassar Tourism Development Tbk (2018 - Present) • Director of PT Pesona Agri Bumi (2018 - Present) • Director of PT Energi Madani Cemerlang (2013 - Present) • Director of PT Tonis Mitra Sejahtera (2003 - Present) • President Director of PT Karya Abadi Selaras (2010 - Present)	Management
Kardwiyana Ukar	Commissioner	52 Years old	Male	• Master of Law - University of Melbourne (2003) • Faculty of Law - Universitas Padjajaran (1998)	• Deputy for Cabinet Meetings - Cabinet Secretariat of the Republic of Indonesia (2024-Present) • Deputy for Cabinet Work Support - Cabinet Secretariat of the Republic of Indonesia (2024) • Expert Staff to the Cabinet Secretary for Communication - Cabinet Secretariat of the Republic of Indonesia (2023-2024) • Assistant Deputy for Domestic Government - Cabinet Secretariat of the Republic of Indonesia (2020-2023) • Assistant Deputy for Domestic Politics - Cabinet Secretariat of the Republic of Indonesia (2019-2020) • Head of Regional Autonomy and Village Government - Cabinet Secretariat of the Republic of Indonesia (2016-2019) • Head of Human Rights - Cabinet Secretariat of the Republic of Indonesia (2015-2016)	Legal
Board of Directors						
Melati Sarnita	President Director	48 Years old	Female	• Master's degree in Strategic Management from Universitas Gadjah Mada, (2007) • Bachelor's degree in Metallurgical Engineering from Universitas Indonesia, (1999)	• Director of Business Development PT Indonesia Asahan Aluminium (2023–2025) • Commissioner of PT Indonesia Aluminium Alloy (2023–2024) • Commercial Director at PT Krakatau Steel (2020- 2023) • Commissioner at PT Krakatau Baja Industri (2021) • President Commissioner at PT KHI Pipe Industries (2021) • President Commissioner at PT Krakatau Nasional Resources (2021) • President Commissioner at PT Krakatau Bandar Samudra (2021) • President Commissioner at PT KHI Pipe Industries (2021) • Director of Business Development PT Krakatau Steel (2019-2020) • President Commissioner at PT Krakatau Osaka Steel (2019) • Acting President Commissioner at PT Krakatau Daya Electric (2019) • Commercial Director at PT Perusahaan Gas Negara LNG Indonesia (2017-2019)	Management Metalurgist

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Name	Position	Age	Gender	Education	Work Experience	Expertise
Benny Alexander F.D. Wiwoho	Director of Strategic Support & Human Capital, concurrently acting Director of Finance	54 Years old	Male	Bachelor's degree in Human Resources Management from Universitas Trisakti, (1996)	• SEVP Human Resources at INALUM (2021–2023) • Head Corporate Human Capital & Operation at PT Toba Sejahtra (2012–2021) • General Manager Human Resources & Facilities at PT Everbesindo Surya Jaya (2010–2011) • Head of Human Resources at Global TV (MNC Group) (2010–2011) • Vice President Human Resources & Admin at Astro Pay TV Plc (2005–2010) • Director Human Resources & Admin at MTV Asia Networks (2002–2005)	Human Capital
Ivan Ermisyam	Director of Operations	53 Years old	Male	Bachelor of Chemical Engineering degree from Universitas Sumatera Utara (1997)	Occupied various positions at PT Indonesia Asahan Aluminium: • Head of Business Development & Strategy Group – INALUM (April 2023-July 2024) • Head of Project and Program Management Office - INALUM (April 2023-June 2024) • Head of Business Development Department – INALUM (December 2022-April 2023) • Head of Strategic Performance Department – INALUM (June 2019-November 2022) • Head of Engineering Department (April 2014- June 2019) • Head of Reduction & Casting Department (February 2012-March 2014)	Operations
Arif Haendra	Director of Business Development	54 Years old	Male	• Doctor of Management and Business from Institut Pertanian Bogor 2021) • Master of Mechanical/ Materials Engineering from Institut Teknologi Bandung (2020) • Bachelor of Mechanical Engineering from Institut Teknologi Bandung (1995)	• President Director at PT Garam (2022-2025) • Director of Operations and Development at PT Garam (Persero) (2021-2022) • Director of Development at PT Garam (Persero) (2020-2021) • President Director at PT Kaltim Industrial Estate (2019-2020) • General Manager of Investment and Development at PT Pupuk Kalimantan Timur (2018-2019) • General Manager of Engineering and Information Systems at PT Pupuk Kalimantan Timur (2016-2018)	Management
Ramadi Ken Permana	Director of Finance	36 Years old	Male	• The London School of Economics & Political Science (LSE) - Corporate Finance and Strategy (2025) • Master of Finance from Curtin University (2013) • Bachelor of Mechanical Engineering from Institur Teknologi Surabaya (2011)	• Head of Strategic Finance, PT Mineral Industri Indonesia (Persero), (2025) • Senior Advisor to the Director of PT Telkom Indonesia, (2023-2024) • Vice President of Strategic Partnerships, Goto Group, (2021-2023) • Assistant Vice President, Investment Banking, PT Mandiri Sekuritas (2014-2021)	Finance

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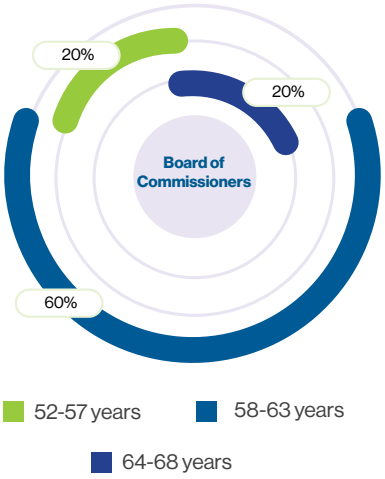
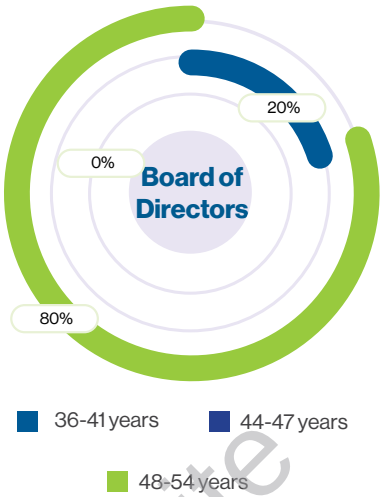
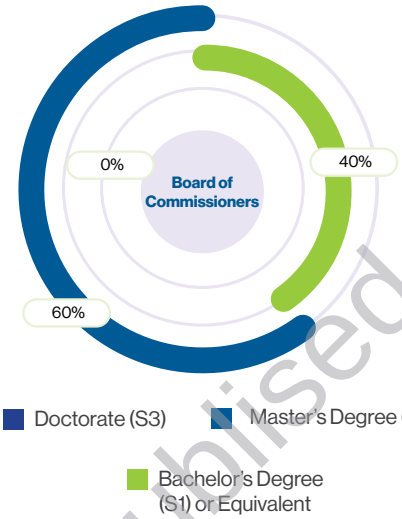
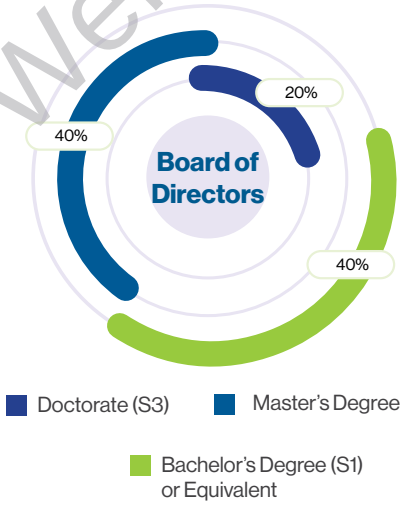
Diversity by Age Range





Diversity by Education Level





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DISCLOSURE OF AFFILIATED RELATIONSHIPS BETWEEN THE BOARD OF DIRECTORS, THE BOARD OF COMMISSIONERS, AND THE MAJORITY AND/OR CONTROLLING SHAREHOLDERS

The Board of Commissioners and Board of Directors independence is a crucial aspect for GCG implementation in the Company. One of the criteria used to measure the independence of the Board of Commissioners and the Board of Directors is through affiliated relationships.

INALUM transparently discloses information regarding the affiliated relationships of the Board of Commissioners and Board of Directors, including:

1. Affiliated relationships between members of the Board of Directors and other members of the Board of Directors;
2. Affiliated relationships between members of the Board of Directors and members of the Board of Commissioners;
3. Affiliated relationships between members of the Board of Directors and major and/or controlling shareholders;
4. Affiliated relationships between members of the Board of Commissioners and other members of the Board of Commissioners; and
5. Affiliated relationships between members of the Board of Commissioners and major and/or controlling shareholders.

The affiliated relationship disclosure table below shows that all members of the Company's Board of Commissioners and Board of Directors have no familial or financial relationships with any other members of the Board of Commissioners, Board of Directors, or the majority/controlling shareholders.

Name	Familial Relationship with						Financial Relationship with					
	Board of Commissioners		Board of Directors		Shareholders		Board of Commissioners		Board of Directors		Shareholders	
	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No
Board of Commissioners												
Musa Bangun		✓		✓		✓		✓		✓		✓
Indra Simarta		✓		✓		✓		✓		✓		✓
Hari Soebagijo		✓		✓		✓		✓		✓		✓
Ali Said		✓		✓		✓		✓		✓		✓
Kardwiyana Ukar		✓		✓		✓		✓		✓		✓
Board of Directors												
Melati Sarnita		✓		✓		✓		✓		✓		✓
Benny Alexander FD. Wiwoho		✓		✓		✓		✓		✓		✓
Arif Haendra		✓		✓		✓		✓		✓		✓
Ken Permana		✓		✓		✓		✓		✓		✓

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DISCLOSURE OF THE BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS CONCURRENT POSITIONS

Prohibited Concurrent Positions for the Board of Commissioners

Members of the Board of Commissioners are prohibited from holding concurrent positions as:

1. Members of the Board of Directors at State-Owned Enterprises, Regional-Owned Enterprises and Private-Owned Enterprises;
2. Other positions in accordance with the provisions of statutory regulations, political party administrators and/or legislative candidates/members and/or regional head/deputy regional head candidates; and or
3. Other positions that may give rise to a conflict of interest.

Prohibited Concurrent Positions for the Board of Directors

Members of the Board of Directors are prohibited from holding the following concurrent positions:

1. Members of the Board of Directors at State-Owned Enterprises, Regional-Owned Enterprises and Private-Owned Enterprises;
2. Members of the Board of Commissioners/Supervisory Board of State-Owned Enterprises;
3. Other structural and functional positions in central and/or regional government agencies/institutions;
4. Other positions in accordance with the provisions of statutory regulations, political party administrators and/or legislative candidates/members and/or regional head/deputy regional head candidates;
5. Other positions that may give rise to a conflict of interest; and or
6. They are dismissed based on a physical GMS decision, a Minister's decision as a GMS, or a circular decision of all Shareholders.

In addition, members of the Board of Directors are prohibited from holding concurrent positions as members of the Board of Commissioners in other companies, unless as:

1. Members of the Board of Commissioners in a BUMN subsidiary/joint venture, provided they are only entitled to receive income as a member of the Board of Commissioners in 1 (one) or more subsidiary/joint venture, with a maximum of 30% (thirty percent) of the salary as the Member of the Board of Directors in the BUMN, while other/excess income is transferred to the income of the BUMN concerned;
2. Members of the Board of Commissioners in other companies to represent/fight for the interests of BUMN as long as they obtain permission from the Minister.

Former members of the Board of Directors of a State-Owned Enterprise (BUMN) can also become members of the Board of Commissioners/Supervisory Board of the BUMN concerned, after not serving as members of the BUMN Board of Directors for at least 1 (one) year, except under certain conditions decided by the Minister to maintain the sustainability of the BUMN restructuring program, as long as there are no other statutory provisions that prohibit it.

DISCLOSURE OF THE BOARD OF DIRECTORS AND BOARD OF COMMISSIONERS MEMBERS SHARE OWNERSHIP

Information on the share ownership of each member of the Board of Commissioners and Board of Directors in 2025, as reported by INALUM to the regulator, were as follows:

Name	Position	Share Ownership in INALUM
Board of Commissioners		
Musa Bangun	President Commissioner concurrently Independent Commissioner	Nil
Indra Simarta	Commissioner	Nil
Hari Soebagijo	Independent Commissioner	Nil
Ali Said	Commissioner	Nil
Kardwiyana Ukar	Commissioner	Nil
Board of Directors		
Melati Sarnita	President Director	Nil
Benny Alexander FD.	Director of Strategic Support & Human Capital	Nil
Arief Haendra	Director of Business Development	Nil
Ken Permana	Director of Finance	Nil

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BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS NOMINATION AND REMUNERATION

BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS NOMINATION PROCEDURE

The appointment of the Company's Board of Commissioners and Board of Directors is carried out in accordance with the following laws and regulations governing the procedures for appointing members of the Board of Commissioners and Board of Directors:

1. Minister of SOEs Regulation No. PER-2/MBU/03/2023 dated March 3, 2023 concerning Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises;
2. Minister of SOEs Regulation No. PER-3/MBU/03/2023 dated March 20, 2023 concerning Organs and Human Resources of State-Owned Enterprises.

Criteria for Members of the Board of Commissioners

In accordance with the Minister of SOEs Regulation No. PER-3/MBU/03/2023, to be appointed as a member of the Board of Commissioners of a SOE or a member of the Board of Commissioners of a Subsidiary, a person must meet the following material requirements:

1. Integrity;
2. Dedication;
3. Understanding of Company management issues related to one of the management functions;
4. Having adequate knowledge in the business field in which the person concerned is nominated; and
5. Can provide sufficient time to carry out their duties

In addition, prospective members of the Board of Commissioners must also meet the following other requirements:

1. Not a political party administrator, legislative candidate, and/or legislative member in the People's Representative Council, Regional Representative Council, Provincial People's Representative Council, and Regency/City Regional People's Representative Council;
2. Not a candidate for regional head/deputy regional head and/or regional head/deputy regional head, including acting regional head/deputy regional head;
3. Not currently holding a position that has the potential to cause a conflict of interest with the relevant BUMN/Subsidiary;
4. Not serving as a member of the Board of Commissioners/Supervisory Board of a BUMN or Board of Commissioners of the relevant Subsidiary for 2 (two) periods;
5. Not currently holding a position that based on laws and regulations is prohibited from being held concurrently with the position of member of the Board of Commissioners;
6. Physically and mentally healthy, not suffering from any illness that may hinder the implementation of duties as a member of the Board of Commissioners/Supervisory Board, as evidenced by a health certificate from a hospital; and
7. Has a Taxpayer Identification Number (NPWP) and has fulfilled the obligation to pay taxes for the past 2 (two) years.

In addition to meeting these criteria, members of the BUMN Board of Commissioners must also meet other requirements as follows:

1. For prospective candidates from technical ministries or other government agencies, must be based on a letter of proposal from the head of the relevant agency; and
2. For prospective members of the Board of Commissioners/Supervisory Board who come from state administrators must report the State Administrators' Wealth Report (LHKPN) for the last 2 (two) years which is proven by evidence of LHKPN reporting to the authorized institution.

Procedures for Appointment of Members of the Board of Commissioners

Potential candidates for the BUMN Board of Commissioners come from:

1. Former BUMN Directors;
2. BUMN Board of Commissioners/Supervisory Board;
3. Structural officials and functional government officials; or
4. Other sources (third parties).

The Ministry of SOEs as the Company's Shareholder will conduct an assessment of prospective candidates for the Board of Commissioners in the following manner:

1. Assessing the curriculum vitae and supporting documents;
2. Specifically to assess integrity, a written statement from the candidate concerned is carried out;
3. Interview.

The assessment results are presented in the form of qualitative narratives with the criteria of 'Recommended' or 'Not Recommended'. The GMS/Minister can determine candidates who have been declared to have met the formal requirements and other requirements and have been assessed with the criteria of 'Recommended' to become members of the Company's Board of Commissioners.

Criteria for Board of Directors Members

In accordance with the Minister of SOEs Regulation No. PER-3/ MBU/03/2023, to be appointed as a member of the Board of Directors of a BUMN or a member of the Board of Directors of a Subsidiary, a person must meet the following material requirements:

1. Expertise;
2. Integrity;
3. Leadership;
4. Experience;
5. Honesty;
6. Good behavior; and
7. High dedication to advancing and developing the Company.

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In addition, prospective members of the Board of Directors must also meet the following requirements:

1. Not a political party administrator, legislative candidate, and/or legislative member in the People's Representative Council, Regional Representative Council, Provincial People's Representative Council, and Regency/City People's Representative Council;
2. Not a candidate for regional head/deputy regional head and/or regional head/deputy regional head, including acting regional head/deputy regional head;
3. Not serving as a member of the Board of Directors at the relevant BUMN or Subsidiary for 2 (two) periods;
4. Not currently serving as an official at a ministry/institution, member of the Board of Commissioners/Supervisory Board at another BUMN, member of the Board of Directors at another BUMN, member of the Board of Directors at a Subsidiary and/or other business entity;
5. Not currently holding a position that under the laws and regulations is prohibited from being held concurrently with the position of member of the Board of Directors;
6. Has dedication and work full time to carry out their duties, as stated in a statement letter from the person concerned;
7. Physically and mentally healthy, that is, not suffering from an illness that could hinder the implementation of duties as a member of the Board of Directors, as evidenced by a health certificate from a hospital; and
8. Has a Taxpayer Identification Number (NPWP) and has fulfilled the obligation to pay taxes for the past 2 (two) years.

Procedures for Appointment of Board of Directors Members

The GMS/Minister may determine Candidates proposed by the Succession Committee to become members of the BUMN Board of Directors. Succession management is the process of selecting BUMN Board of Directors from the Ministry of BUMN's Talent Pool or other sources determined by the Minister. During this process, if necessary, the Minister can use the services of a third party (head hunter).

Succession management is carried out by the Ministry of BUMN through the Fit and Proper Test (UKK) mechanism by the Succession Committee and/or considering the assessment results from the Professional Institution.

The appointment of a person as a member of the Board of Directors of a BUMN can be carried out through:

1. Decision of the Minister as the GMS/capital owner if all shares/capital of the BUMN are owned by the State; or
2. Decision of the GMS or decision of all shareholders in a circular manner, if not all shares are owned by the State.

PROCEDURE FOR DETERMINING FOR THE BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS REMUNERATION

The determination of the Board of Commissioners and Directors remuneration is guided by the Minister of SOEs Regulation No. PER-03/ MBU/03/2023 concerning SOE Organs and Human Resources, and the Minister of SOEs Regulation No. PER-04/MBU/2014 concerning Guidelines for Determining the Remuneration of Board of Directors, Board of Commissioners, and Supervisory Board of SOEs. The amount of remuneration is determined using the following references:

1. Proposals and determination of remuneration in the form of salary or honorarium, allowances, and facilities that are fixed in nature are carried out by considering the scale of the business, complexity of the business, inflation rate, condition and financial capacity of the Company, and other relevant factors, and must not conflict with laws and regulations.
2. Proposals and determination of remuneration in the form of tantiem/performance incentives that are variable in nature are carried out by considering the performance factors and financial capacity of the Company, as well as other relevant factors.
3. Achievement of the Company's KPIs.

Aligning Remuneration with Performance and the Company's Long-Term Interests

INALUM consistently ensures that the Board of Directors and Board of Commissioners remuneration is aligned with the Company's performance and long-term interests. In practice, INALUM applies prudential and risk-based principles in determining bonuses, taking into account performance achievements, compliance with applicable regulations, and the application of GCG principles.

In line with Minister of BUMN Regulation No. PER-03/MBU/03/2023, under certain circumstances, INALUM may implement remuneration adjustment mechanisms, including postponing bonus payments (malus) or reviewing previously paid bonuses (clawback), in accordance with performance evaluation results and applicable regulations.

The implementation of this policy is part of a risk-based remuneration system designed to ensure incentives are awarded not only based on short-term performance achievements but also on sustainable performance, regulatory compliance, and consistent application of GCG principles.

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By using this mechanism, INALUM is committed to strengthening the accountability of the Board of Directors and Board of Commissioners, mitigating risks that could potentially harm the Company, and maintaining the continuity of long-term value creation for shareholders and all stakeholders.

Remuneration Structure for the Board of Commissioners and Board of Directors

The remuneration components of the Company's Board of Commissioners and Directors are prepared based on the Minister of State-Owned Enterprises Regulation No. PER-3/MBU/03/2023 concerning Organs and Human Resources of State-Owned Enterprises, as explained below.

No.	Total Income/Facilities	Board of Directors	Board of Commissioners
1	Salary/Honorarium	The President Director's salary is the reference for the Board of Directors members salaries with the provision that the members of the Board of Directors are 85% of the President Director.	The President Commissioner's Honorarium is set at 45% of the President Director's Salary, and the Honorarium for the Board of Commissioners members is set at 90% of the President Commissioner's Honorarium.
2	Religious Holiday Allowances	Given 1 (one) times salary	Given 1 (one) times honorarium
	Housing Allowances	In accordance with the Shareholders' decision.	-
	Transportation Allowances	-	Given 20% of the honorarium
	Post-Service Insurance	A maximum premium of 25% of salary for 1 (one) year	Awarded during tenure with an insurance premium of 25% of the honorarium for one year
3	Medical Facilities	In the form of insurance or reimbursement of medical expenses (at cost)	
	Legal Aid	Legal assistance facilities are provided to members of the Board of Commissioners and Board of Directors as needed	
	Official Vehicle	One unit with maintenance costs and operational costs, taking into account theCompany's financial condition.	-
4	Tantiem/Performance Incentive/Special Incentive	Provided in cash after considering improvements in the Company's performance and capabilities	

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

The Board of Commissioners remuneration is determined by the Minister of BUMN based on Letter No. SR-167/MBU/03/2023 dated March 21, 2023, concerning the Determination of the Board of Directors and Board of Commissioners remuneration of PT Indonesia Asahan Aluminium for 2023, and No. SR-291/MBU/05/2023 dated May 26, 2023, concerning the Revision to the Letter Determining the Board of Directors and Board of Commissioners of PT Indonesia Asahan Aluminium remuneration for 2023. The determination of this remuneration became effective as of March 21, 2023.

Transparency of Total Remuneration for the Board of Commissioners and Board of Directors in 2025 and comparison with 2024.

Remuneration	2025 (Rp)	2024 (Rp)	Increase (Decrease)	
			Difference	Percentage (%)
Board of Commissioners	8,112,611,505	5,173,200,000	2,939,411,505	56.82
Board of Directors	13,331,997,968	13,447,700,000	(115,702,032)	(0.86)
Total	**21,444,609,473**	**18,650,900,000**	**2,823,709,473**	**15.16**

The remuneration for the Board of Commissioners and Board of Directors in 2025, grouped by income level range, is as follows.

Total Remuneration	Number of People	
	Board of Commissioners	Board of Directors
Above Rp2 billion	-	3 person
Above Rp1 billion - Rp2 billion	3 person	3 person
Above Rp500 million - Rp1 billion	4 person	3 person
Rp500 Million and below	1 person	-

Loan Facilities for Members of the Board of Commissioners and Board of Directors

To maintain integrity and avoid conflicts of interest, the Company does not have a loan policy for the Board of Commissioners or Board of Directors.

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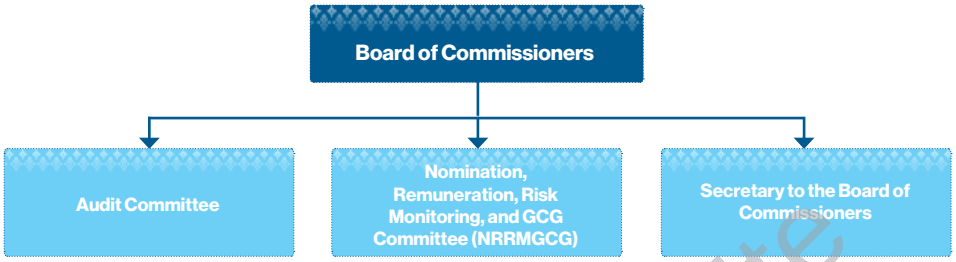
Supporting Organs Below the Board of Commissioners

In carrying out its duties and responsibilities, the Board of Commissioners is assisted by the Audit Committee and the Nomination, Remuneration, Risk Monitoring, and GCG Committee. In addition, the Board of Commissioners is supported by another supporting body, namely the Secretary to the Board of Commissioners. The details of each committee are presented below:



AUDIT COMMITTEE

The Board of Commissioners established an Audit Committee to assist in the implementation of its duties and functions, ensuring the effectiveness of the internal control system and the effectiveness of the audit activities. In carrying out its duties, the Audit Committee provides input and recommendations to the Board of Directors to encourage the implementation of good governance principles within the Company. The Chairperson and Members of the Audit Committee are appointed and dismissed by the Board of Commissioners, and report to the Shareholders.

Audit Committee Work Guidelines

The Company's Audit Committee Charter was prepared and established based on Board of Commissioners Decree No. PC-03/05/2023 concerning the Dismissal and Appointment of Members of the Audit Committee of PT Indonesia Asahan Aluminium, which was ratified on May 25, 2023. The audit committee charter regulates:

1. Audit Committee Members' Term of Office;
2. Audit Committee Members' Honorarium;
3. Audit Committee Members' duties and responsibilities.

When carrying out their duties, the Audit Committee is also authorized to:

1. Access full and unlimited records information concerning personnel, asset data and other Company resources related to their duties;
2. When fulfilling its authorities, the audit committee cooperates with the SPI.
3. The audit committee can communicate directly with employees, including the Board of Directors and parties who carry out internal audit functions, risk management, and Public Accountants regarding the duties and responsibilities of the audit committee;
4. If necessary, for certain issues with the written approval of the Board of Commissioners, the Audit Committee may request assistance or request input, explanations and professional opinions from experts and/or consultants to assist the Audit Committee at the Company's expense;
5. The audit committee has the authority to follow the process of determining/appointing external auditors, determining external auditors' compensation, proposing external auditor candidates to be determined by the Board of Commissioners, and proposing the dismissal of external auditors in a GMS;
6. With the knowledge of the Board of Commissioners, the audit committee may request the presence of the Board of Directors, officials, employees, and Public Accountants in audit committee meetings;
7. The audit committee through the Board of Commissioners may request external or internal parties to conduct special examinations/investigative audits if necessary;
8. Carry out other authorities assigned by the Board of Commissioners.

Criteria

The Company ensures all members of the Audit Committee meet the criteria and requirements in accordance with the following applicable provisions:

1. Have good integrity and sufficient knowledge and work experience in the field of supervision/inspection;
2. Have no personal interests/relationships that could have a negative impact and conflict of interest on the Company;
3. Can communicate effectively;
4. Can provide sufficient time to complete the duties; and
5. Other requirements stipulated in the Audit Committee Charter, if required.

Term of Office Provisions

Based on the provisions in the Audit Committee Charter, the term of office for Audit Committee members who are not members of the Company's Board of Commissioners/Supervisory Board is a maximum of three years, which can be extended once for one additional two-year term of office, without prejudice to the right of the Board of Commissioners/Supervisory Board to dismiss them at any time.

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Duties and Responsibilities

The Company's Audit Committee duties and responsibilities include:

1. Reviewing the financial information to be released by INALUM to the public and/ or related authorities, including financial reports, projections and other reports related to INALUM's financial information.
2. Providing independent opinions in the event of differences of opinion between Management and Public Accountants regarding the services they provide.
3. Providing recommendations to the Board of Commissioners regarding the appointment of a Public Accountant based on independence, scope of assignment, and amount of fees.
4. Reviewing the audits by the Internal Control Unit (SPI) and supervising the follow-up actions by the Board of Directors regarding the SPI findings.
5. Reviewing the audits by external auditors, including the Financial Audit Agency (BPK), and supervising the follow- up actions by the Board of Directors regarding the external auditor's findings.
6. Assisting the Board of Commissioners to ensure the effectiveness of the internal control system and the effectiveness of carrying out the duties of external auditors and internal auditors.
7. Providing recommendations regarding improvements to the management control system and its implementation.
8. Reviewing complaints related to INALUM accounting and financial reporting processes.
9. Maintaining the confidentiality of INALUM documents, data and information.
10. Identifying and providing recommendations on matters that require the attention of the Board of Commissioners.
11. Making adjustments to the Audit Committee Charter.
12. Carrying out other assignments given by the Board of Commissioners.

Audit Committee Composition, Appointment, and Dismissal

Up until the end of 2025, there were changes to the Audit Committee composition as stipulated in the PT Indonesia Asahan Aluminium Board of Commissioners Decree No. KEP-06/DEKOM/12/2025 dated December 23, 2025. INALUM's Audit Committee composition as of December 31, 2025, was as follows.

Name	Position	Basis of Appointment	Term of Office	Period in Office
Hari Soebagijo	Committee Chairperson	Following the term of office as a Board of Commissioners		
Ali Said	Committee Member			
Hendi Subandi	Committee Member	Board of Commissioners Decree No. PC-03/05/2023 dated May 25, 2023	May 25, 2023 – May 25, 2026	1st
Dyan Garneta	Committee Member	Board of Commissioners Decree No. PC-03/05/2023 dated May 25, 2023	May 25, 2023 – May 25, 2026	1st

Audit Committee Profiles

Name	HARI SOEBAGIJO
Position	Audit Committee Chair
The profile of the Audit Committee Chair, Hari Soebagijo, can be seen in the Company Profile chapter in the Board of Commissioners profile section in this Annual Report.	

Name	ALI SAID
Position	Audit Committee Member
The profile of the Audit Committee Member, Ali Said, can be seen in the Company Profile chapter in the Board of Commissioners profile section in this Annual Report.	

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HENDI SUBANDI

Audit Committee Member
In office from May 25, 2023 - May 25, 2026

Age	44 years old
Nationality	Indonesian
Domicile	East Java, Indonesia
Legal Basis of Appointment	Board of Commissioners Decree No. PC-03/05/2023 dated May 25, 2023
Education History	• Doctorate (S3) in Accounting, Faculty of Economics and Business, Universitas Airlangga (2024) • Master's degree (S2) in Accounting, Faculty of Economics and Business, Universitas Airlangga (2012) • Bachelor's degree (S1) in Accounting, Faculty of Economics and Business, Universitas Brawijaya (2006)
Work History	• Permanent Non-civil servant Lecturer, Department of Accounting, Faculty of Economics and Business, Universitas Brawijaya (2012-present) • Trainer, AusAID-AIPD Program, Institute for Research and Community Service, Universitas Brawijaya (2015) • Executive Director and Senior Researcher, Institute for Tax Reform & Public Policy (INSTEP) (2018) • Freelance Auditor, KAP Moh. Wildan & Adi Darmawan (2019-2022) • President Director of PT Cita Panca Cendekia (2021) • Research Expert Team, Analysis, Information and Policy Agency (BAIK), Indonesian Chamber of Commerce and Industry (KADIN) (2021-2024) • Vice Dean 3 for Student Affairs, Alumni, and Student Entrepreneurship, Faculty of Economics and Business, Universitas Brawijaya (2024-2025) • Vice Dean 2 for General Affairs, Finance, and Resources, Faculty of Economics and Business, Universitas Brawijaya (2025 - Present)
Certification Held	• Certified Governance Oversight Professional (2025) • Indonesia Internal Audit Practitioner from The Institute of Internal Auditors (2023) • Chartered Accountant from the Indonesian Accountants Association (IAI) (2017) • State Register of Accountants (RNA 5599) from the Indonesian Ministry of Finance (2015)
Affiliated Relationships	Has no affiliated relationships with other members of the Audit Committee

DYAN GARNETA PARAMITA SARI

Member of the Audit Committee
In office from May 25, 2023 - May 25, 2026

Age	41 years old
Nationality	Indonesian
Domicile	Central Java, Indonesia
Legal Basis of Appointment	Board of Commissioners Decree No. PC-03/05/2023 dated May 25, 2023
Education History	• Master of Food Science (S2), Technology, and Nutrition, Dublin Institute of Technology under Erasmus Mundus Scholarship (2009) • Bachelor's degree (S1) in Food and Agricultural Products Technology, Universitas Gadjah Mada (2006)
Work History	• Director of IMHLP, Inspectorate General, Ministry of Industry, Republic of Indonesia (2024–present) • Inspector III, Inspectorate General, Ministry of Industry, Republic of Indonesia (2023–2024) • Intermediate Auditor, Inspectorate General of the Ministry of Industry of the Republic of Indonesia (2021–2023) • Junior Auditor, Inspectorate General of the Ministry of Industry of the Republic of Indonesia (2014–2021) • First Auditor, Inspectorate General of the Ministry of Industry, Republic of Indonesia (2010–2014)

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Certification Held	• Indonesia Internal Audit Practitioner (IIAP) from the Institute of Internal Auditors Indonesia (2022) • Certification in Risk Management Assurance (CRMA) from the Institute of Internal Auditors (2022) • Certified Forensic Auditor (CFrA) from BNSP (2021) • Certified Internal Auditor (CIA) from the Institute of Internal Auditors (2020) • Certified Government Auditing Professional (CGAP) from the Institute of Internal Auditors (2018)
Affiliated Relationships	Has no affiliated relationships with other members of the Audit Committee

Audit Committee Independence

1. Audit Committee members do not come from Public Accounting Firms that have provided audit and/or non-audit services to the Company in the last year.
2. Members of the Audit Committee are not people who have had the authority and responsibility to plan, lead or control the Company's activities within the last year before being appointed by the Board of Commissioners.
3. Members of the Audit Committee do not have any direct or indirect business relationships related to the Company's business activities, and members of the Audit Committee must not have blood or joint family relationships up to the third degree either in a straight or sideways line with members of the Board of Commissioners and/or members of the Board of Directors.

Competency Development

Education and training programs are organized for the Audit Committee to develop their competency. Details of the programs in 2025 can be seen below.

Name and Position	Name of Training/ Workshop/ Conference/Seminar	Date	Palce	Type of Education	Organizer
Hari Soebagijo (Independent Commissioner/Chair of the Audit Committee)	GRC 13th Series	January 14, 2025	Zoom Meeting	Workshop	MIND ID
	GRC 14th Series	March 14, 2025	Zoom Meeting	Workshop	MIND ID
	GRC 15th Series	May 2, 2025	Zoom Meeting	Workshop	MIND ID
	GRC 16th Series	May 15, 2025	Zoom Meeting	Workshop	MIND ID
	GRC 17th Series	June 20, 2025	Zoom Meeting	Workshop	MIND ID
	GRC 18th Series	July 7, 2025	Zoom Meeting	Workshop	MIND ID
	GRC 19th Series	August 29, 2025	Zoom Meeting	Workshop	MIND ID
	GRC 20th Series	September 26, 2025	Zoom Meeting	Workshop	MIND ID
	GRC 21st Series	October 24, 2025	Zoom Meeting	Workshop	MIND ID
	GRC 22nd Series	November 14, 2025	Zoom Meeting	Workshop	MIND ID
	GRC 23rd Series	December 10, 2025	Zoom Meeting	Workshop	MIND ID
	Certified Governance Oversight Professional (CGOP)	October 2-3, 2025	North Sumatra	Certification	CRME
Ali Said (Commissioner/Member of the Audit Committee)	GRC 17th Series	June 20, 2025	Zoom Meeting	Workshop	MIND ID
	GRC 18th Series	July 7, 2025	Zoom Meeting	Workshop	MIND ID
	GRC 19th Series	August 29, 2025	Zoom Meeting	Workshop	MIND ID
	GRC 20th Series	September 26, 2025	Zoom Meeting	Workshop	MIND ID
	GRC 21st Series	October 24, 2025	Zoom Meeting	Workshop	MIND ID
	GRC 22nd Series	November 14, 2025	Zoom Meeting	Workshop	MIND ID
	GRC 23rd Series	December 10, 2025	Zoom Meeting	Workshop	MIND ID
	Certified Governance Oversight Professional (CGOP)	October 2-3, 2025	North Sumatra	Certification	CRME
	CREANOMIC 2025	October 29, 2025	Malang	Seminar	Universitas Brawijaya

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Name and Position	Name of Training/ Workshop/ Conference/Seminar	Date	Palce	Type of Education	Organizer
Martuani Sormin (Chair of the Audit Committee)	GRC 13th Series	January 14, 2025	Zoom Meeting	Workshop	MIND ID
	GRC 14th Series	March 14, 2025	Zoom Meeting	Workshop	MIND ID
	GRC 15th Series	May 2, 2025	Zoom Meeting	Workshop	MIND ID
	GRC 16th Series	May 15, 2025	Zoom Meeting	Workshop	MIND ID
	GRC 17th Series	June 20, 2025	Zoom Meeting	Workshop	MIND ID
Ahmad Erani Yustika (Member of the Audit Committee)	GRC 13th Series	January 14, 2025	Zoom Meeting	Workshop	MIND ID
	GRC 14th Series	March 14, 2025	Zoom Meeting	Workshop	MIND ID
	GRC 15th Series	May 2, 2025	Zoom Meeting	Workshop	MIND ID
	GRC 16th Series	May 15, 2025	Zoom Meeting	Workshop	MIND ID
	GRC 17th Series	June 20, 2025	Zoom Meeting	Workshop	MIND ID
	Seminar UMKM	March 10, 2025	Surabaya	Seminar	Universitas Brawijaya
Dyan Garneta Paramita Sari (Member of the Audit Committee)	GRC 13th Series	January 14, 2025	Zoom Meeting	Workshop	MIND ID
	GRC 14th Series	March 14, 2025	Zoom Meeting	Workshop	MIND ID
	GRC 15th Series	May 2, 2025	Zoom Meeting	Workshop	MIND ID
	GRC 16th Series	May 15, 2025	Zoom Meeting	Workshop	MIND ID
	GRC 17th Series	June 20, 2025	Zoom Meeting	Workshop	MIND ID
	GRC 18th Series	July 7, 2025	Zoom Meeting	Workshop	MIND ID
	GRC 19th Series	August 29, 2025	Zoom Meeting	Workshop	MIND ID
	GRC 20th Series	September 26, 2025	Zoom Meeting	Workshop	MIND ID
	GRC 21st Series	October 24, 2025	Zoom Meeting	Workshop	MIND ID
	GRC 22nd Series	November 14, 2025	Zoom Meeting	Workshop	MIND ID
	GRC 23rd Series	December 10, 2025	Zoom Meeting	Workshop	MIND ID
Hendi Subandi (Member of the Audit Committee)	GRC 13th Series	January 14, 2025	Zoom Meeting	Workshop	MIND ID
	GRC 14th Series	March 14, 2025	Zoom Meeting	Workshop	MIND ID
	GRC 15th Series	May 2, 2025	Zoom Meeting	Workshop	MIND ID
	GRC 16th Series	May 15, 2025	Zoom Meeting	Workshop	MIND ID
	GRC 17th Series	June 20, 2025	Zoom Meeting	Workshop	MIND ID
	GRC 18th Series	July 7, 2025	Zoom Meeting	Workshop	MIND ID
	GRC 19th Series	August 29, 2025	Zoom Meeting	Workshop	MIND ID
	GRC 20th Series	September 26, 2025	Zoom Meeting	Workshop	MIND ID
	GRC 21st Series	October 24, 2025	Zoom Meeting	Workshop	MIND ID
	GRC 22nd Series	November 14, 2025	Zoom Meeting	Workshop	MIND ID
	GRC 23rd Series	December 10, 2025	Zoom Meeting	Workshop	MIND ID
	Certified Governance Oversight Professional (CGOP)	October 2-3, 2025	North Sumatra	Certification	CRME

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Frequency and Attendance Level of Audit Committee Members at Audit Committee Meetings

During 2025, the Audit Committee held 12 (twelve) meetings, with the attendance level of each Audit Committee member as follows:

No	Date of Meeting	Meeting Agenda	Participants	Reasons for the Audit Committee Absence from Meeting
1	January 15, 2025	December Monthly Performance Meeting INALUM	Audit Committee and BOD-1 All Departments	-
2	February 14, 2025	January Monthly Performance Meeting INALUM	Audit Committee and BOD-1 All Departments	-
3	March 11, 2025	February Monthly Performance Meeting INALUM	Audit Committee and BOD-1 All Departments	-
4	April 16, 2025	March Monthly Performance Meeting INALUM	Audit Committee and BOD-1 All Departments	-
5	May 16, 2025	April Monthly Performance Meeting INALUM	Audit Committee and BOD-1 All Departments	-
6	June 13, 2025	May Monthly Performance Meeting INALUM	Audit Committee and BOD-1 All Departments	-
7	July 16, 2025	June Monthly Performance Meeting INALUM	Audit Committee and BOD-1 All Departments	-
8	August 13, 2025	July Monthly Performance Meeting INALUM	Audit Committee and BOD-1 All Departments	-
9	September 12, 2025	August Monthly Performance Meeting INALUM	Audit Committee and BOD-1 All Departments	-
10	October 14, 2025	September Monthly Performance Meeting INALUM	Audit Committee and BOD-1 All Departments	-
11	November 13, 2025	October Monthly Performance Meeting INALUM	Audit Committee and BOD-1 All Departments	-
12	December 11, 2025	November Monthly Performance Meeting INALUM	Audit Committee and BOD-1 All Departments	-

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Recapitulation of Audit Committee Meeting Attendance

Name and Position	Number of Meetings	Number Attended	Percentage Attended
Hari Soebagijo (Audit Committee Chair)	12	12	100%
Martuani Sormin (Audit Committee Chair)	6	6	100%
Ali Said (Member)	6	6	100%
Ahmad Erani Yustika (Member)	6	6	100%
Hendi Subandi (Member)	12	12	100%
Dyan Garneta Paramita Sari (Member)	12	12	100%

Remuneration Policy for the Audit Committee

The remuneration for Audit Committee members who are not members of the Board of Commissioners is determined by the Board of Commissioners, taking into account the Company's financial capacity, at 20% of the President Director's salary, as stipulated in the Board of Commissioners' Decree No. KEP-06/DEKOM/09/2024 dated September 26, 2024.

Implementation of Audit Committee Duties in 2025

The Audit Committee carried out the following duties in 2025:

1. Monthly Audit Committee Evaluation and Cross-Committee Meetings;
2. Discussion Meeting with IAU and Management;
3. Discussion Meeting with Strategic Project PMO and Pot Upgrading Project Team;
4. Discussion Meeting with Subsidiary Management;
5. Discussion and Preparation of Responses to Consolidated Financial Statements and/or Monthly Performance Reports;
6. Review of the Company's Draft Annual Report;
7. Evaluation Meeting on the 2025 RKAP and Discussion on the 2026 RKAP;
8. Evaluation Meeting on the KAP Performance and KAP Procurement for the 2025 Audit;
9. Field Visits to Kuala Tanjung and Paritohan;
10. Audit Committee Competency Development;
11. Meetings with Subsidiaries and Contractors on the SGAR I Project;
12. Review of the IAU Annual Work Program and Budget.

Evaluation and Assessment of the Audit Committee's Performance by the Board of Commissioners

The Audit Committee's performance is assessed annually by the Board of Commissioners based on the core duties carried out. In 2025, the Board of Commissioners assessed that the Audit Committee had successfully carried out its duties and functions. This was reflected in the effectiveness of its monthly meetings and the supervision of the Company's management by the Board of Directors.

NOMINATION, REMUNERATION, RISK MONITORING, AND GCG COMMITTEE (NRRMGCG)

The Board of Commissioners established the Nomination, Remuneration, Risk Monitoring, and GCG Committee (NRRMGCG) to assist the Board of Commissioners in carrying out its duties and functions in conducting reviews, providing advice, and recommendations for the benefit of the Company. This committee was established based on the Board of Commissioners Decree No. PC-04/04/2021 dated April 28, 2021 concerning Changes in the Nomenclature of the Risk Monitoring and GCG Committee to become the INALUM Nomination, Remuneration, Risk Monitoring and GCG Committee.

NRRMGCG Committee Work Guidelines

The Company's NRRMGCG Committee Charter was prepared and established based on the Board of Commissioners' Decree No. PC-04/05/2023 concerning the Dismissal and Appointment of Members of the Nomination, Remuneration, Risk Monitoring, and GCG Committee of PT Indonesia Asahan Aluminium, ratified on May 25, 2023. The work guidelines include the following provisions:

1. NRRMGCG Committee members' term of office;
2. NRRMGCG Committee members' honorarium;
3. NRRMGCG Committee members' duties and responsibilities.

NRRMGCG Committee Criteria

Members of the NPRPGCG Committees must meet the following requirements:

1. Have good integrity and sufficient knowledge and;
2. work experience in the field of supervision/inspection;
3. Do not have personal interests/links that can have a negative impact and/or a conflict of interest with the Company;
4. Can communicate effectively;
5. Can provide enough time to complete their duties; and
6. Have other requirements stipulated in the NRRMGCG Committee Charter, if needed.

Term of Office

The term of office for members of the NPRPGCG Committee who are not members of the Board of Commissioners/Supervisory Board of the Company is a maximum of 3 (three) years, which can be extended once for a 2 (two) year term of office, without reducing the rights of the Board of Commissioners/Supervisory Board to dismiss them at any time.

Composition, Appointment, and Dismissal of the NRRMGCG Committee

In 2025, there were changes to the NRRMGCG Committee composition based on the of PT Indonesia Asahan Aluminium Board of Commissioners Decree No. KEP-06/DEKOM/12/2025 dated December 23, 2026. The NRRMGCG composition Committee as of December 31, 2025, was as follows.

Publication Website

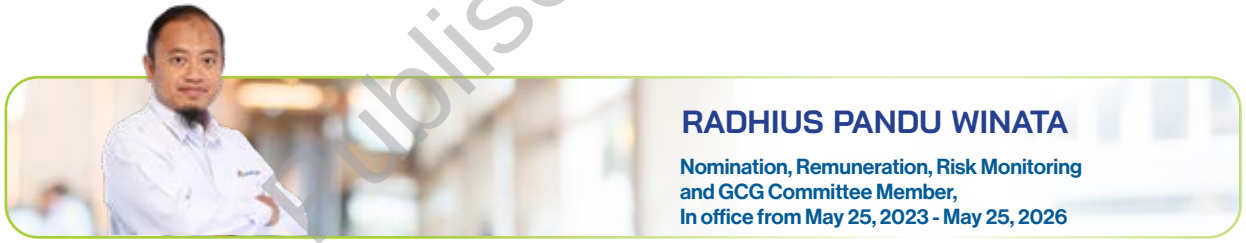
Name	Position	Basis for Appointment	Term of Office	Period in Office
Musa Bangun, Commissioner concurrently Independent Commissioner	Committee Chair	Following the term of office on the Board of Commissioners		
Indra Simarta, Komisaris	Committee Member			
Kardwiyana Ukar, Komisaris	Committee Member			
Radhius Pandu Winata	Committee Member	Board of Commissioners Decree No. PC-04/05/2023 dated May 25, 2023	May 25, 2023 - May 25, 2026	1st
Imam Bustomi	Committee Member	Board of Commissioners Decree No. KEP-01/DEKOM/01/2024 dated January 11, 2024	January 11, 2024 - January 11, 2027	1st

NRPRGCG Committee Profiles

Name	MUSA BANGUN
Position	NRPRGCG Committee Chair
The profile of the NRPRGCG Committee Chair, Musa Bangun, can be seen in the Company Profile chapter in the Board of Commissioners profile section in this Annual Report.	

Name	INDRA SIMARTA
Position	NRPRGCG Committee Member
The profile of the NRPRGCG Committee Member, Indra Simarta, can be seen in the Company Profile chapter in the Board of Commissioners profile section in this Annual Report.	

Name	KARDWIYANA UKAR
Position	NRPRGCG Committee Member
The profile of the NRPRGCG Committee Member, Kardwiyana Ukar, can be seen in the Company Profile chapter in the Board of Commissioners profile section in this Annual Report.	



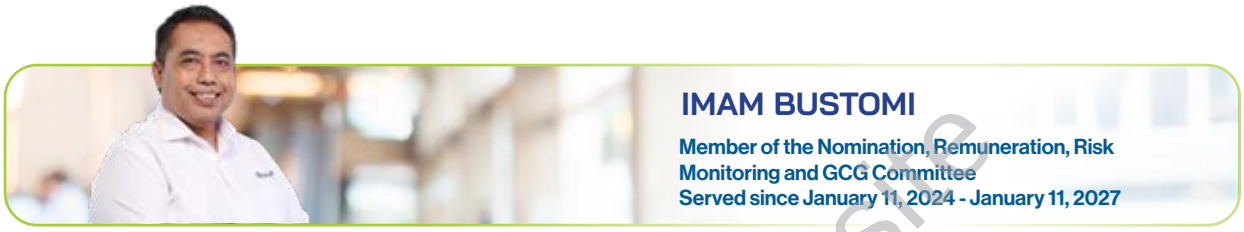
RADHIUS PANDU WINATA

Nomination, Remuneration, Risk Monitoring and GCG Committee Member, In office from May 25, 2023 - May 25, 2026

Age	41 years old
Nationality	Indonesian
Domicile	West Java, Indonesia
Legal Basis of Appointment	Board of Commissioners Decree No. PC-04/05/2023 dated May 25, 2023
Education History	• Master's degree (S2) in Financial Management, Universitas Negeri Jakarta (2013) • Diploma 4 (D4) Accounting, Politeknik Keuangan Negara STAN (2009) • Diploma 3 (D3) in Accounting, Politeknik Keuangan Negara STAN (2005)
Work History	• Head of the Human Resources Management Working Group, Coordinating Ministry for Economic Affairs of the Republic of Indonesia (2024-present) • Head of Human Resources Development Subdivision, Coordinating Ministry for Economic Affairs of the Republic of Indonesia (August 2015—September 2019) • Commitment Officer (PPK) - Salary & Benefits, Coordinating Ministry for Economic Affairs of the Republic of Indonesia (May 2015—December 2017)

Published on Website

Certification Held	• Certified Governance Oversight Professional (2025) • Certified Risk Professional dari Lembaga Sertifikasi Pasar Modal (2023) • Indonesia Internal Audit Practitioner dari The Institute of Internal Auditor (2023) • Ecosystem Strategy for Financial Value Creation dari TAP KAPITAL INDONESIA (2023) • Risk Management: GRC Implementation in the VUCA Era dari TAP KAPITAL INDONESIA (2023) • Government Procurement Expert dari National Procurement Policy Agency (2017) • Certified Professional Talent Management (CPTM®) dari Lutan Edukasi (2014) • International Certificate IV in Training and Assessment dari Royal Melbourne Institute Technology, Australia (2013) • Certified Assessor Training (CAT®) dari GML Consulting (2012)
Affiliated Relationships	Has no affiliated relationships with other members of the Nomination, Remuneration, Risk Monitoring and GCG Committee



IMAM BUSTOMI

Member of the Nomination, Remuneration, Risk Monitoring and GCG Committee
Served since January 11, 2024 - January 11, 2027

Age	56 years old
Nationality	Indonesian
Domicile	Jakarta, Indonesia
Legal Basis of Appointment	Board of Commissioners Decree No. KEP-01/ DEKOM/01/2024 dated January 11, 2024
Education History	• Master of Management degree, Sekolah Tinggi Manajemen PPM (2014) • Bachelor of Mathematics degree, Universitas Sebelas Maret (1990)
Work History	• Audit Report Analyst of the Inspectorate of the Ministry of SOEs (2022-present) • Marketing Director of PT Pertamina Trans Kontinental (2002) • Assistant Deputy for Information Technology at the Ministry of SOEs (2020-2022) • Commissioner of PT Asuransi Jasa Indonesia (2020- 2022)
Certification Held	• Certified Governance Oversight Professional (2025) • Certified Risk Governance Professional (CRGP) • Qualified Risk Governance Professional (QRGP) • Indonesia Internal Audit Practitioner (IIAP)
Affiliated Relationships	Has no affiliated relationships with other members of the Nomination, Remuneration, Risk Monitoring and GCG Committee

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Duties and Responsibilities

1. Conducting regular reviews of the Company's Talent Management System as well as monitoring and evaluating its application.
2. Evaluating the Talent Classification system and procedures carried out by the Board of Directors.
3. Validating and calibrating the talent selected by the Board of Directors for the Board of Commissioners, to produce a list of talent to be nominated by the Board of Commissioners to the Shareholders.
4. Evaluating prospective Company Representatives to be proposed as Members of subsidiary Board of Directors or Board of Commissioners, before being submitted to Shareholders.
5. Evaluating the proposed Key Performance Indicators (KPI) for individual members of the Board of Directors.
6. Preparing the proposed individual performance evaluation system for Members of the Board of Directors and/or Members of the Board of Commissioners.
7. Preparing development program proposals for members of the Board of Directors and/or members of the Board of Commissioners.
8. Evaluating remuneration policies for employees that require approval/response from the Board of Commissioners.
9. Evaluating the Board of Directors' proposals regarding the Company's organizational structure.
10. Reviewing the risk management activities carried out by the Board of Directors, if the Company does not have a risk monitoring function under the Board of Commissioners.
11. Supervising and evaluating the enterprise risk management strategies, methods, policies and systems in an effort to increase the Enterprise Risk Management activities effectiveness.
12. Monitoring potential risks faced by the Company.

13. Supervising, evaluating and monitoring the social, environmental and governance responsibility aspects.
14. Preparing the Nomination, Remuneration, Risk Monitoring and GCG Committee Charter.
15. Assisting with the review of the risk management system prepared by the Board of Directors and providing input and recommendations regarding risk tolerance taken by the Company.

NRRMGCG Committee Authorities

When carrying out its duties, the NRRMGCG Committee has the authority to:

1. Make recommendations to the Board of Commissioners for candidates to INALUM's Board of Directors (including Board of Directors and Board of Commissioners of Subsidiaries) and Top Talent BOD-1 in the HIPO & Promotable categories.
2. Access information on employees, funds, assets and other Company resources related to risk management & GCG in each subsidiary.
3. If needed, establish ad-hoc teams, with the criteria and the assignment period adjusted to the needs and type of work.
4. Authority to obtain professional opinions from INALUM internal or third parties such as consultants or legal experts.
5. Obtain information on employees, funds, assets and other Company resources related to risk management & GCG.

NRRMGCG Committee Independence

All members of the NRPRGCG Committee do not have any direct or indirect business relationships related to the Company's business activities, and members of the NRRMGCG Committee may not have blood or joint familial relationships up to the third degree either in a straight or sideways line with members of the Board of Commissioners and/or members of the Board of Directors.

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Competency Development

The NRRMGCG Committee has educational and training programs to develop their competency. Details of these programs for 2025 are shown below.

Name and Position	Name of Training/Workshop/ Conference/Seminar	Date	Venue	Type of Education	Organizer
Musa Bangun (President Commissioner concurrently Independent Commissioner/Chair of the Nomination, Remuneration, Risk Monitoring & GCG Committee)	GRC 13th Series	January 14, 2025	Zoom Meeting	Workshop	MIND ID
	GRC 14th Series	March 14, 2025	Zoom Meeting	Workshop	MIND ID
	GRC 15th Series	May 2, 2025	Zoom Meeting	Workshop	MIND ID
	GRC 16th Series	May 15, 2025	Zoom Meeting	Workshop	MIND ID
	GRC 17th Series	June 20, 2025	Zoom Meeting	Workshop	MIND ID
	GRC 18th Series	July 7, 2025	Zoom Meeting	Workshop	MIND ID
	GRC 19th Series	August 29, 2025	Zoom Meeting	Workshop	MIND ID
	GRC 20th Series	September 26, 2025	Zoom Meeting	Workshop	MIND ID
	GRC 21st Series	October 24, 2025	Zoom Meeting	Workshop	MIND ID
	GRC 22nd Series	November 14, 2025	Zoom Meeting	Workshop	MIND ID
	GRC 23rd Series	December 10, 2025	Zoom Meeting	Workshop	MIND ID
Indra Simarta (Commissioner/ Member of the Nomination, Risk Monitoring & GCG Committee)	GRC 13th Series	January 14, 2025	Zoom Meeting	Workshop	MIND ID
	GRC 14th Series	March 14, 2025	Zoom Meeting	Workshop	MIND ID
	GRC 15th Series	May 2, 2025	Zoom Meeting	Workshop	MIND ID
	GRC 16th Series	May 15, 2025	Zoom Meeting	Workshop	MIND ID
	GRC 17th Series	June 20, 2025	Zoom Meeting	Workshop	MIND ID
	GRC 18th Series	July 7, 2025	Zoom Meeting	Workshop	MIND ID
	GRC 19th Series	August 29, 2025	Zoom Meeting	Workshop	MIND ID
	GRC 20th Series	September 26, 2025	Zoom Meeting	Workshop	MIND ID
	Certified Governance Oversight Professional (CGOP)	October 2-3, 2025	North Sumatra	Certification	CRME
	GRC 21st Series	October 24, 2025	Zoom Meeting	Workshop	MIND ID
	GRC 22nd Series	November 14, 2025	Zoom Meeting	Workshop	MIND ID
	GRC 23rd Series	December 10, 2025	Zoom Meeting	Workshop	MIND ID

Name and Position	Name of Training/Workshop/ Conference/Seminar	Date	Venue	Type of Education	Organizer
Kardwiyana Ukar (Commissioner/ Member of the Nomination, Remuneration, Risk Monitoring & GCG Committee)	GRC 18th Series	July 7, 2025	Zoom Meeting	Workshop	MIND ID
	GRC 19th Series	August 29, 2025	Zoom Meeting	Workshop	MIND ID
	GRC 20th Series	September 26, 2025	Zoom Meeting	Workshop	MIND ID
	Certified Governance Oversight Professional (CGOP)	October 2-3, 2025	North Sumatra	Certification	CRME
	GRC 21st Series	October 24, 2025	Zoom Meeting	Workshop	MIND ID
	GRC 22nd Series	November 14, 2025	Zoom Meeting	Workshop	MIND ID
	GRC 23rd Series	December 10, 2025	Zoom Meeting	Workshop	MIND ID
Radhius Pandhu (Member of the Nomination, Remuneration, Risk Monitoring & GCG Committee)	GRC 13th Series	January 14, 2025	Zoom Meeting	Workshop	MIND ID
	GRC 14th Series	March 14, 2025	Zoom Meeting	Workshop	MIND ID
	GRC 15th Series	May 2, 2025	Zoom Meeting	Workshop	MIND ID
	GRC 16th Series	May 15, 2025	Zoom Meeting	Workshop	MIND ID
	GRC 17th Series	June 20, 2025	Zoom Meeting	Workshop	MIND ID
	GRC 18th Series	July 7, 2025	Zoom Meeting	Workshop	MIND ID
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	GRC 20th Series	September 26, 2025	Zoom Meeting	Workshop	MIND ID
	Certified Governance Oversight Professional (CGOP)	October 2-3, 2025	North Sumatra	Certification	CRME
	GRC 21st Series	October 24, 2025	Zoom Meeting	Workshop	MIND ID
	GRC 22nd Series	November 14, 2025	Zoom Meeting	Workshop	MIND ID
	GRC 23rd Series	December 10, 2025	Zoom Meeting	Workshop	MIND ID
Imam Bustomi (Member of the Nomination, Remuneration, Risk Monitoring & GCG Committee)	GRC 13th Series	January 14, 2025	Zoom Meeting	Workshop	MIND ID
	GRC 14th Series	March 14, 2025	Zoom Meeting	Workshop	MIND ID
	GRC 15th Series	May 2, 2025	Zoom Meeting	Workshop	MIND ID
	GRC 16th Series	May 15, 2025	Zoom Meeting	Workshop	MIND ID
	GRC 17th Series	June 20, 2025	Zoom Meeting	Workshop	MIND ID
	GRC 18th Series	July 7, 2025	Zoom Meeting	Workshop	MIND ID
	GRC 19th Series	August 29, 2025	Zoom Meeting	Workshop	MIND ID
	GRC 20th Series	September 26, 2025	Zoom Meeting	Workshop	MIND ID
	Certified Governance Oversight Professional (CGOP)	October 2-3, 2025	North Sumatra	Certification	CRME
	GRC 21st Series	October 24, 2025	Zoom Meeting	Workshop	MIND ID
	GRC 22nd Series	November 14, 2025	Zoom Meeting	Workshop	MIND ID
	GRC 23rd Series	December 10, 2025	Zoom Meeting	Workshop	MIND ID

Published on Website

Frequency of NRRMGCG Committee Meetings and Attendance Level of NRRMGCG Committee Members at the Meetings

In 2025, the NRRMGCG Committee held 12 (twelve) meetings, with the following attendance level of each NRRMGCG Committee member as follows:

No.	Date of Meeting	Meeting Agenda	Participants	Reasons for the NRPRGCG Committee Absence from Meeting
1	January 16, 2025	INALUM's December Monthly Performance Meeting: • Risk Management Performance until December 2024 • KPI Progress Update until December 2024 • Human Capital Performance (including Remuneration) until December 2024 • Sustainability until December 2024 • SER Performance until December 2024 • GCG Progress until December 2024	NRRMGCG Committee and BOD-1 of All Departments	-
2	February 11, 2025	INALUM's January Monthly Performance Meeting: • Risk Management Performance until January 2025 • KPI Progress Update until January 2025 • Human Capital Performance (including Remuneration) until January 2025 • Sustainability until January 2025 • SER Performance until January 2025 • GCG Progress until January 2025	NRRMGCG Committee and BOD-1 of All Departments	-
3	March 13, 2025	INALUM's February Monthly Performance Meeting: • Risk Management Performance until February 2025 • KPI Progress Update until February 2025 • Human Capital Performance (including Remuneration) until February 2025 • Sustainability until February 2025 • SER Performance until February 2025 • GCG Progress until February 2025	NRRMGCG Committee and BOD-1 of All Departments	-
4	April 15, 2025	INALUM's March Monthly Performance Meeting: • Risk Management Performance until March 2025 • KPI Progress Update until March 2025 • Human Capital Performance (including Remuneration) until March 2025 • Sustainability until March 2025 • SER Performance until March 2025 • GCG Progress until March 2025	NRRMGCG Committee and BOD-1 of All Departments	-
5	May 15, 2025	INALUM's April Monthly Performance Meeting: • Risk Management Performance until April 2025 • KPI Progress Update until April 2025 • Human Capital Performance (including Remuneration) until April 2025 • Sustainability until April 2025 • SER Performance until April 2025 • GCG Progress until April 2025	NRRMGCG Committee and BOD-1 of All Departments	-

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No.	Date of Meeting	Meeting Agenda	Participants	Reasons for the NRPRGCG Committee Absence from Meeting
6	June 11, 2025	INALUM's May Monthly Performance Meeting: • Risk Management Performance until May 2025 • KPI Progress Update until May 2025 • Human Capital Performance (including Remuneration) until May 2025 • Sustainability until May 2025 • SER Performance until May 2025 • GCG Progress until May 2025	NRRMGCG Committee and BOD-1 of All Departments	-
7	July 14, 2025	INALUM's June Monthly Performance Meeting: • Risk Management Performance until June 2025 • KPI Progress Update until June 2025 • Human Capital Performance (including Remuneration) until June 2025 • Sustainability until June 2025 • SER Performance until June 2025 • GCG Progress until June 2025	NRRMGCG Committee and BOD-1 of All Departments	-
8	August 12, 2025	INALUM's July Monthly Performance Meeting: • Risk Management Performance until July 2025 • KPI Progress Update until July 2025 • Human Capital Performance (including Remuneration) until July 2025 • Sustainability until July 2025 • SER Performance until July 2025 • GCG Progress until July 2025	NRRMGCG Committee and BOD-1 of All Departments	-
9	September 11, 2025	INALUM's August Monthly Performance Meeting: • Risk Management Performance until August 2025 • KPI Progress Update until August 2025 • Human Capital Performance (including Remuneration) until August 2025 • Sustainability until August 2025 • SER Performance until August 2025 • GCG Progress until August 2025	NRRMGCG Committee and BOD-1 of All Departments	-
10	October 15, 2025	INALUM's September Monthly Performance Meeting: • Risk Management Performance until September 2025 • KPI Progress Update until September 2025 • Human Capital Performance (including Remuneration) until September 2025 • Sustainability until September 2025 • SER Performance until September 2025 • GCG Progress until September 2025	NRRMGCG Committee and BOD-1 of All Departments	-
11	November 12, 2025	INALUM's October Monthly Performance Meeting: • Risk Management Performance until October 2025 • KPI Progress Update until October 2025 • Human Capital Performance (including Remuneration) until October 2025 • Sustainability until October 2025 • SER Performance until October 2025 • GCG Progress until October 2025	NRRMGCG Committee and BOD-1 of All Departments	-

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No.	Date of Meeting	Meeting Agenda	Participants	Reasons for the NRPRGCG Committee Absence from Meeting
12	December 12, 2025	INALUM's November Monthly Performance Meeting: • Risk Management Performance until November 2025 • KPI Progress Update until November 2025 • Human Capital Performance (including Remuneration) until November 2025 • Sustainability until November 2025 • SER Performance until November 2025 • GCG Progress until November 2025	NRRMGCG Committee and BOD-1 of All Departments	-

Recapitulation of NRRMGCG Committee Meeting Attendance

Name and Position	Number of Meetings	Number Attended	Percentage Attended
Musa Bangun (Committee Chair)	12	12	100%
Indra Simarta (Committee Member)	12	12	100%
Hari Soebagijo* (Committee Member)	12	12	100%
Kardwiyana Ukar (Committee Member)	6	6	100%
Radhius Pandu Winata (Committee Member)	12	12	100%
Imam Bustomi (Committee Member)	12	12	100%

*) Hari Soebagijo was registered as a Committee Member until June, after which he transfered to serve as Audit Committee Chairman (though he attended all meetings).

NRRMGCG Committee Remuneration Policy

The remuneration policy for NRRMGCG Committee members who are not members of the Board of Commissioners is given as an honorarium determined by the Board of Commissioners, taking into account the Company's financial capacity. This honorarium is 20%, as stipulated in Board of Commissioners Decree No. KEP-06/DEKOM/09/2024 dated September 26, 2024.

Implementation of the NRRMGCG Committee's Duties in 2025

In accordance with the Board of Commissioners assignment to the Nomination, Remuneration, Risk Monitoring, and GCG Committee, the risk monitoring and corporate governance implementation evaluation results are prepared by the Nomination, Remuneration, Risk Monitoring, and GCG Committee, and reported to the Board of Commissioners and discussed jointly in the Board of Commissioners' Internal Meetings held once a month. The Nomination, Remuneration, Risk Monitoring, and GCG Committee prepared 12 Risk Monitoring and Corporate Governance Implementation Review Reports during 2025.

INALUM's NRRMGCG Committee has comprehensively carried out its roles and responsibilities for supporting the nomination and appointment of qualified candidates for the Board of Directors, aligned with the Company's strategic direction. This function is carried out in a structured, documented manner, and based on GCG principles.

When carrying out its duties, the NRRMGCG Committee ensures the entire process of identifying, evaluating, and recommending prospective Board members adheres to the criteria and requirements established in the Company's Articles of Association and the Board of Directors' Charter. The Company has established clear criteria for prospective Board members, including integrity, character, morals, competence, legal skills, leadership, and a strong track record. These criteria serve as the primary basis for ensuring that nominated candidates meet the quality standards required to support the achievement of the Company's long-term vision, mission, and strategy.

In line with these provisions, INALUM's NRRMGCG Committee focuses not only on fulfilling administrative and normative aspects, but also ensures the individual qualities of prospective Directors are thoroughly evaluated, including the suitability of their competencies, experience, leadership, and integrity to the Company's business challenges and development direction. Therefore, the nomination process is geared towards selecting Directors capable of providing added value and supporting the Company's business sustainability.

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INALUM's NRRMGCG Committee actively carried out the process of identifying the quality of prospective Directors through several key stages, including:

1. Conducting periodic reviews of the Company's Talent Management System, including monitoring and evaluating its implementation, to ensure the availability of talent ready to support the organization's strategies and needs.
2. Evaluating the talent classification system and procedures followed by the Board of Directors, so that the talent identification process is objective, measurable, and aligned with the Company's strategic direction.
3. Validating and calibrating talent candidates proposed by the Board of Directors for nomination to the Board of Commissioners, taking into account the suitability of the candidate's profile to the position criteria, strategic needs, and the principle of prudence.

In addition, the NRRMGCG Committee also ensures that the identification and assessment process for prospective Directors takes into account aspects of corporate governance, risk management, and sustainability. This process reflects an integrated approach to ensuring the quality of proposed Directors.

By applying clear criteria for appointing Directors, a systematic evaluation process, and a validation and recommendation mechanism aligned with the Company's strategy, INALUM's NRRMGCG Committee has fulfilled and implemented the recommendations in PART Bonus (BJD.2.2). This demonstrates that the Company has an adequate process for identifying qualified Directors that supports the achievement of strategic objectives, performance improvement, and long-term sustainability. This process has been transparently disclosed in the Annual Report.

NRRMGCG Committee Performance Evaluation and Assessment by the Board of Commissioners

Every year, the NRRMGCG Committee's performance is consistently assessed by the Board of Commissioners based on the NRRMGCG Committee's core duties.

For 2025, the Board of Commissioners concluded that the NRRMGCG Committee successfully carried out its duties and functions optimally. This is reflected in the effectiveness of its monthly meetings and the supervisory efforts of the Board of Directors over the Company's management.

SECRETARY TO THE BOARD OF COMMISSIONERS

The Board of Commissioners appointed a Secretary to the Board of Commissioners to strengthen the role of supporting organs in improving supervisory effectiveness. This initiative ensures the supervisory process meets applicable corporate governance standards. The Secretary to the Board of Commissioners plays a crucial role in supporting the supervisory and advisory functions carried out by the Board of Commissioners. In addition, the Secretary to the Board of Commissioners plays a role in maintaining smooth communication and coordination between the Board of Commissioners and relevant parties, ensuring optimal supervision.

Secretary to the Board of Commissioners Work Guidelines

When carrying out their duties and responsibilities, the Secretary to the Board of Commissioners refers to the work guidelines outlined in the Board Manual of the Board of Commissioners and Board of Directors, which was ratified in June 2024.

The Board Manual includes the following provisions:

1. Secretary to the Board of Commissioners Term of Office;
2. Secretary to the Board of Commissioners Terms and Criteria;
3. Secretary to the Board of Commissioners Duties;
4. Secretary to the Board of Commissioners Authorities.

Criteria

The Secretary to the Board of Commissioners/Supervisory Board of SOEs must fulfill the following requirements:

1. Understand the management, supervision, and development systems in SOEs;
2. Have good integrity;
3. Understand secretarial functions; and
4. Has the ability to communicate and coordinate well.

Terms of Office

The term of office for the Secretary and Secretariat Staff of the Board of Commissioners is determined by the Board of Commissioners for a maximum of 3 (three) years and they can be reappointed for a maximum of 2 (two) years, without prejudice to the Board of Commissioners' right to dismiss them at any time. The Secretary to the Board of Commissioners comes from outside the Company.

Appointment and Dismissal of the Secretary to the Board of Commissioners

1. The Board of Commissioners/Supervisory Board of a State-Owned Enterprise must establish a Board of Commissioners/Supervisory Board Secretariat, led by a Secretary to the Board of Commissioners/Supervisory Board and assisted by Secretariat staff;
2. The Secretary to the Board of Commissioners/Supervisory Board of a SOE and Secretariat staff are appointed and dismissed by the Board of Commissioners/Supervisory Board of the SOE;
3. The Secretary of the SOE Board of Commissioners/Supervisory Board must come from outside the SOE concerned.

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Secretary to the Board of Commissioners Profile

WILMA DARWIN

Secretary to the Board of Commissioners, In office from September 21, 2023

Age	53 years old
Nationality	Indonesian
Domicile	DKI Jakarta, Indonesia
Legal Basis of Appointment	2006
Education History	• Master's Degree (S2) in Accounting, Universitas Indonesia, (2008) • Bachelor's Degree (S1) in Management, Universitas Andalas, (1995)
Work History	• Secretary of the Board of Commissioners of INALUM (October 2023 - Present) • Secretary to the Board of Commissioners of PT Bukit Asam Tbk (April 2019—April 2024) • Secretary to the Board of Commissioners of PT TIMAH Tbk (July 2016—July 2019) • Secretary to the Board of Commissioners of PT Perkebunan Nusantara III (Persero) (October 2013—July 2016) • Secretary to the Board of Commissioners of PT Hutama Karya (Persero) (September 2008— September 2013) • Management of Young State Enterprises, Ministry of State-Owned Enterprises (KBUMN) (June 9, 2020—present) • Head of Sub-Sector I Minority State-Owned Portfolio, KBUMN (January 9, 2019— June 8, 2020) • Acting Head of Mining, Strategic Industry and Media Sub-Sector IA-1, KBUMN (October 20, 2016—July 6, 2017) • Head of Mining, Strategic Industry and Media Sub-Sector IB-2, KBUMN (October 22, 2015—January 8, 2019) • Head of Strategic Industrial Business Sub-Sector IIIa, KBUMN (May 9, 2014— October 21, 2015) • Head of Services Business Sub-Division Ia2, KBUMN (September 19, 2013— May 8, 2014) • Head of Infrastructure and Logistics Business Subdivision IIb2, KBUMN (October 8, 2010— September 18, 2013) • Head of Governance and Risk Management Sub Division for Planning, Construction and Engineering Services Business II, KBUMN (May 21, 2008— October 7, 2010)

Secretary to the Board of Commissioners Duties and Responsibilities

The Secretary to the Board of Commissioners' primary function is to provide support to the Board of Commissioners to facilitate the Board's duties and to act as a liaison between the Board of Commissioners and management. They are also responsible for providing and conveying important information regarding Board of Commissioners Meetings to the Company. The Secretary to the Board of Commissioners primary duties include the following:

1. Organizing meetings, including meeting material (briefing sheets) for the Board of Commissioners;
2. Preparing minutes of meetings of the Board of Commissioners in accordance with the provisions of the Company's Articles of Association;
3. Administering Board of Commissioners documents, including incoming letters, outgoing letters, minutes of meetings and other documents;
4. Preparing a draft Work Plan and Budget for the Board of Commissioners;
5. Preparing draft reports for the Board of Commissioners;
6. Carrying out other duties of the Board of Commissioners.

In a addition to carrying out these duties, the Secretary to the Board of Commissioners, as head of the Secretariat, carries out other duties including:

1. Ensuring the Board of Commissioners complies withstatutory regulations and applies GCG principles;
2. Providing information required by the Board of Commissioners periodically and/or at any time if requested;
3. Coordinating Committee members, if necessary to facilitate the Board of Commissioners duties;
4. Acting as a liaison officer for the Board of Commissioners with other parties.

In the context of orderly GCG administration and implementation, the Board of Commissioners Secretariat is obliged to ensure that documents carrying out its activities are properly stored in the Company.

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Remuneration Policy for the Secretary to the Board of Commissioners

The Secretary to the Board of Commissioners is paid an honorarium at the Company's expense, the amount of which is determined by the Board of Commissioners, taking into account the Company's capabilities. In addition, the Secretary to the Board of Commissioners is also given allowances and other facilities. The honorarium policy for the Company's Secretary to the Board of Commissioners and staff has been stated in the Decree of the Board of Commissioners No. KEP-06/DEKOM/09/2024 dated September 26, 2024 concerning the Adjustment of the Honorarium of the Supporting Organs of the Board of Commissioners of PT Indonesia Asahan Aluminium, with the following details:

1. Secretary to the Board of Commissioners at 15% of the President Director's salary
2. Board of Commissioners Secretarial Staff at 5% of the President Director's salary.

Implementation of Duties in 2025

The Secretary to the Board of Commissioners carried out the following duties in 2025:

1. Prepared response letters for the Board of Commissioners regarding proposed corporate actions to be carried out by the Board of Directors.
2. Prepared minutes of internal meetings and joint meetings of the Board of Commissioners and Board of Directors with the meeting dynamics.
3. Prepared activities for the Board of Commissioners and Board of Commissioners Committees, including:
   a. Meeting material for the Board of Commissioners and Board of Commissioners Committees;
   b. Letters and reports from the Board of Commissioners to be submitted to the Board of Directors and the GMS as well as other administrative documentation;
   c. Support for the Board of Commissioners and Board of Commissioners Committees official travel activities;
   d. Support for training activities for the Board of Commissioners; and Other matters.

Performance Evaluation and Assessment of the Secretary to the Board of Commissioners by the Board of Commissioners

The Secretary to the Board of Commissioners performance is assessed annually by the Board of Commissioners based on the Secretary's core duties carried out. In 2025, the Board of Commissioners assessed that the Secretary to the Board of Commissioners had successfully implemented the work program established at the beginning of the year. The Secretary to the Board of Commissioners was also assessed to have fulfilled all requirements related to the Company's supervisory function.

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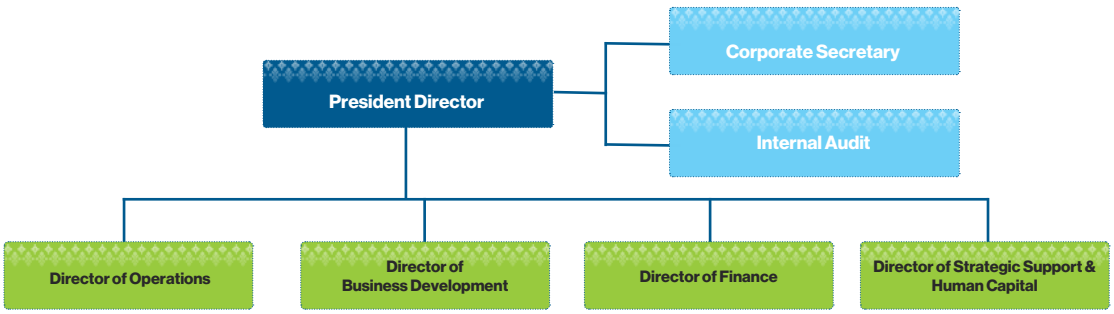
Supporting Organs Below the Board of Directors

To apply and develop GCG principles within INALUM, the Board of Directors has established several functions to assist it in the corporate governance implementation.



By the end of 2025, the Board of Directors had not established performance support committees. All its management duties and responsibilities, including monitoring GCG principles, are carried out by the Corporate Secretary and Internal Audit, so the Board of Directors has not established any committees.

Corporate Secretary

The Corporate Secretary plays a strategic role in applying GCG principles within the Company. As a supporting body to the Board of Directors, the Corporate Secretary's functions also include maintaining the Company's positive public reputation and ensuring timely and accurate information disclosure. Internally, the Corporate Secretary contributes to building synergy between the Company's organization while strengthening the Company's relationships with Shareholders and other Stakeholders. The Corporate Secretary's function at INALUM aligns with the provisions in the Minister of State-Owned Enterprises Regulation No. PER-2/MBU/03/2023 concerning Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises.

CORPORATE SECRETARY PROFILE

The appointment and dismissal of the Corporate Secretary is carried out by the President Director, with direct responsibility to the President Director. Based on the Board of Directors' Decree No. 1 on Strategic Support & Human Capital dated January 31, 2025, the Company appointed Mahyaruddin AR as Corporate Secretary.

MAHYARUDDIN AR

Corporate Secretary
Serving since August 7, 2025

Age	43 years old
Nationality	Indonesian
Domicile	North Sumatra, Indonesia
Legal Basis of Appointment	Director of Strategic Support & Human Capital Decree No. 1 dated August 1, 2025.
Education History	Bachelor of Law degree, Universitas Sumatera Utara (2004)
Work History	Previously served as Acting Head of the Corporate Secretary Group of INALUM from February 2025 to August 2025.

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CORPORATE SECRETARY DUTIES AND RESPONSIBILITIES

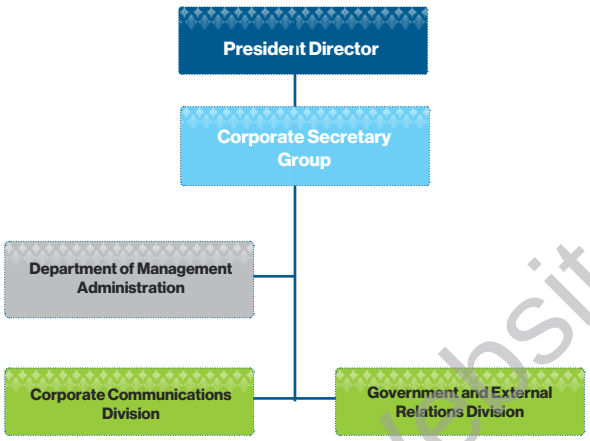
The Corporate Secretary has the following duties and responsibilities:

1. Managing the Company's activities involving the Board of Directors that include but are not limited to managing the schedule and agenda of activities, preparing meeting material for the Company's needs, managing the administration of meeting minutes including the implementation of coordination functions with related parties.
2. Managing the coordination and communication functions with Stakeholders in an effort to continuously maintain and improve the Company's good image in the eyes of stakeholders in general.
3. Managing the Company's information flow through information channels provided by the Company.
4. Managing the general and administrative needs to support the daily activities of the Board of Directors including those in related to the fulfillment of honorarium, allowances, and facilities of the Board of Directors.
5. Carrying out reporting and accountability functions for all work to the President Director.

CORPORATE SECRETARY ORGANIZATIONAL STRUCTURE

Organizationally, the Corporate Secretary is directly under the coordination and reports to the President Director. When carrying out their duties, the Corporate Secretary Supervises several functions and work areas, as outlined in Board of Directors Decree No. SK-001/DIR/2025 dated February 12, 2025.

The following shows the organizational structure of INALUM's Corporate Secretary in 2025:



COMPETENCY DEVELOPMENT

To support the optimal implementation of their duties and responsibilities, the Corporate Secretary continuously develops their competencies through training and development programs. In 2025, the Corporate Secretary participated in the following competency development activities:

No.	Name of Training/Workshop/Conference/Seminar	Date	Type of Education	Organizer
1	Program Xcellence Batch 3 - Bootcamp 1	February 18, 2025	Workshop	MIND ID
2	ILLS#02: Agile Leadership: Adapting to Market Shifts and Disruption	April 28, 2025	Webinar	MIND ID
3	MIND ID GRC Series #16: GRC Perspective on Sustainability in Mining & Metals Industries	May 23, 2025	Webinar	MIND ID
4	MIND ID GRC Series #18 - Beyond The Ore: Unearthing Security Risks in Mining & Metals Industries	July 18, 2025	Webinar	MIND ID
5	Program Xcellence Batch 3 - Showcase	August 29, 2025	Webinar	MIND ID
6	MIND ID GRC Series #21 - Climate Resilience & Value Creation: A GRC Approach to Managing Climate Risk	October 24, 2025	Webinar	MIND ID
7	ICLF 2025 - Setting Up the Context: Starting With The "Why?"	December 1, 2025	Seminar	INALUM
8	ICLF 2025 - Strategic Awareness in Navigating The Global Landscape	December 1, 2025	Seminar	INALUM
9	ICLF 2025 - Anxiety Isn't The Enemy: Befriending Your MIND IN High-Pressure Situations	December 4, 2025	Seminar	INALUM
10	MIND ID Academy: Agile OHS Culture	December 10, 2025	Webinar	MIND ID
11	MIND ID GRC Series #23 - Transforming Governance Excellence: Peran Internal Control Over Financial Reporting (ICOFR) dalam Meningkatkan Keandalan dan Kepercayaan di Industri Pertambangan	December 10, 2025	Webinar	MIND ID

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Implementation of Duties in 2025

The Corporate Secretary plays a strategic role in ensuring effective communication between the Company and its stakeholders, including shareholders, regulators, the media, and the public. In carrying out their role as liaison officer, the Corporate Secretary ensures the Company information is disseminated appropriately, accurately, and transparently, and in accordance with applicable laws and regulations, thereby maintaining shareholder trust and the Company's reputation.

Throughout 2025, the Corporate Secretary supported the GCG implementation by coordinating the holding of company organ meetings, including the General Meeting of Shareholders (GMS), Board of Directors meetings, and other strategic coordination meetings. In addition, the Corporate Secretary was responsible for managing Company documentation, preparing meeting minutes, and monitoring the follow-up of meeting decisions to ensure effective and accountable implementation.

For external communications, the Corporate Secretary plays a role in maintaining constructive relationships with the government, regulators, the mass media, and the communities surrounding the Company's operational areas. The corporate communications activities are carried out through the publication of strategic information, managing media relations, and utilizing digital communication channels to enhance the company's visibility and positive image.

As part of its efforts to ensure public transparency, the Company also published press releases throughout 2025 containing information on the Company's performance developments, strategic activities, and contributions to supporting the development of the national aluminium industry and the mineral downstreaming program in Indonesia. The following shows the press releases published throughout 2025:

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No.	Month	Subject	Number
1	January	INALUM Celebrates 49th Anniversary with a Fun Stage and Fun Walk	24
2	February	Inalum Receives Gold and Green PROPER from the Ministry of Environment	32
3	March	Phase I of the Mempawah SGAR Project in West Kalimantan to Operate in March 2025	40
4	April	First Alumina Receipt from PT BAI to Kuala Tanjung	60
5	May	North Sumatra Provincial Government Expresses Appreciation for INALUM After Receiving Gold and Green PROPER Awards from the Ministry of Environment and Forestry	49
6	June	Forging Togetherness on Eid al-Adha 1446 H, INALUM Distributes 47 Sacrificial Animals to Communities Around Its Operational Areas	55
7		INALUM Again Wins Two Prestigious Awards at the 2025 TOP CSR Awards	78
8		PT Indonesia Asahan Aluminium (INALUM) Holds Extraordinary General Meeting of Shareholders, Announces Changes to the Board of Directors	84
9		INALUM Records Outstanding Performance Throughout 2024, Ready to Strengthen National Aluminium Downstreaming	96
10		INALUM Strengthens Forest and Land Fire Preparedness in the Lake Toba Region through the Establishment of MPA in Silalahi II Village	26
11	July	POLRI-INALUM Strategic Collaboration Strengthens National Security Standards Through the Implementation of a Security Management System	31
12		INALUM Affirms Anti-Narcotics Commitment with Urine Sampling Tests Through Unannounced Inspections in the Workplace	8
13		MIND ID, INALUM, ANTAM, and PT BAI Plant Mangroves Simultaneously for Environmental Conservation	113
14		Supporting Digital Transformation in Education, INALUM Distributes 16 Laptops to SMP Negeri 2 Harian	43
15	August	INALUM Supports Forest Patrols and Conservation Education in Gunung Leuser National Park	34
16	September	INALUM Supports Batubara Regency's Low-Cost Market Program	63
17		INALUM and Sei Suka Community Health Center Conduct Clean and Healthy Living Behavior (PHBS) Socialization for Kuala Tanjung Village Residents	54
18		INALUM Signs Global Partnership Agreement for the 2025 World Expo in Osaka	99
19	October	INALUM Supports Improved Reproductive Health Through the MOW Contraceptive Program in Batu Bara	0
20		Increasing Farmer Capacity, INALUM Presents Nusantara Farming Methods in South Sionggang Village, Toba Regency, North Sumatra	79
21		Toba Regency Government Visits INALUM to Discuss Collaboration and Regional Development	38
22	November	Towards the End of the Year, INALUM Records Positive Sales Figures	0

No.	Month	Subject	Number
23	December	INALUM Distributes Humanitarian Aid to Disaster Victims in North Sumatra	139
24		Developing Competitive and Adaptive HR, INALUM Holds ICLF 2025	72
25		Welcoming Its 50th Anniversary, INALUM Holds 12 Low-Cost Markets in 10 Regencies/Cities in North Sumatra	230

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Internal Audit

As a supporting body of the Board of Directors, Internal Audit plays a role in providing independent and objective assurance and consultation to management. Internal Audit's primary focus is to increase added value and improve the Company's operations by evaluating and strengthening the effectiveness of risk management, internal control, and corporate governance.

Internal Audit is also tasked with reviewing and ensuring that financial and non-financial processes and performance, including quality and operational management, are carried out in accordance with the President Director's directives. All of these activities are carried out to ensure that management policies, decisions, procedures, and controls are implemented effectively and efficiently, in accordance with applicable management norms, and in accordance with standards and ethics.

APPOINTMENT AND DISMISSAL OF THE HEAD OF INTERNAL AUDIT

The Board of Directors appointed a Head of Internal Audit to lead the Internal Audit Function. Their appointment or dismissal are made by the President Director with the approval of the Board of Commissioners.

HEAD OF THE INTERNAL AUDIT DEPARTMENT PROFILE

The Head of the Internal Audit Division is Judi Julistriojo, who was appointed based on the Director of Strategic Support & Human Capital Decree No. SK-032/DIRHC/2024 dated September 24, 2024. This decree was signed by the Company's Board of Directors and approved by the Board of Commissioners. The following shows the Head of Internal Audit profile for the 2025 term.

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JUDI JULISTRIJO

Head of Internal Audit Department
Served since September 24, 2024 until now

Age	55 years old
Nationality	Indonesian
Domicile	North Sumatra, Indonesia
Legal Basis of Appointment	Director of Strategic Support & Human Capital Decree No. 12 dated September 24, 2024.
Education History	Bachelor of Accounting degree, Fakultas Ekonomi Bisnis, Universitas Jenderal Soedirman (2006)
Work History	• Junior Auditor, Public Accounting Firm Bayudi Watu & Partners, Jakarta (1995-1996) • Tax Consultant, Hanadi S Public Accounting Firm, West Java Representative in Bandung (1997-1999) • Civil Servant, Deputy of Revenue of Central BPKP (1999- 2000) • Expert Auditor Team Member, Representative of BPKP Papua Province (2000-2003) • First Expert Auditor, Representative of BPKP Papua Province (2003-2007) • Junior Auditor Team Leader, Representative of BPKP Papua Province, (2008-2011) • BPKP Supervisory Education and Training Center, Ciawi (2011-2013) • Junior Auditor Team Leader, Representative of BPKP Banten Province (2013-2017) • Audit Manager, INALUM (2017-2019) • Vice President Audit, INALUM (2020-2021) • Senior Advisor Consulting and Quality Assurance, INALUM (June 2021-May 2023) • Vice President Consulting and Quality Assurance, INALUM (May-July 2023) • Acting. Head of Internal Audit Department, INALUM (August 01, 2023-September 23, 2024) • Head of the Internal Audit Department, INALUM (September 24, 2024 - August 6, 2025) • Head of the Internal Audit Division, INALUM (August 7, 2025 - Present)
Certification Held	• Certified Governance Oversight Professional (2025) • Certified Risk Governance Professional (CRGP) • Qualified Risk Governance Professional (QRGP) • Indonesian Internal Audit Practitioner (IIAP)
Concurrent Positions	Has no Concurrent Positionss

INTERNAL AUDIT CHARTER

The Internal Audit Department has an Internal Audit Charter signed by the Board of Directors and the Board of Commissioners. This charter is a formal document defining the purpose, authorities, responsibilities, position, scope, and functions of Internal Audit. With a vision of Internal Audit as a professional, independent, and trusted strategic business partner for the Board of Directors, Board of Commissioners, and Management, Internal Audit provides assurance and consulting services aimed at adding value, improving operations, and helping the Company achieve its objectives through a systematic approach of evaluating and enhancing the effectiveness of risk management, control, and corporate governance. This is in line with the Republic of Indonesia Minister of SOEs Regulation Number PER-2/MBU/03/2023 concerning Governance Guidelines and Significant Corporate Activities of SOEs and is in accordance with the International Professional Practices Framework (IPPF) standards.

This Internal Audit Charter defines the positions, authorities, roles, and responsibilities of the Internal Audit function to carry out internal audit activities as mandated by the Board of Directors and Board of Commissioners as well as statements of conformity using generally acepted standards and regulations to increase the capabilities of Internal Audit personnel.

INDEPENDENCE

The Board of Directors and Board of Commissioners provides full support to the internal audit function to carry out their duties and functions without any intervention from any party, objective, impartial and avoiding the possibility of conflicts of interest.

DUTIES AND RESPONSIBILITIES

As one of the Board of Directors' important supporting organs for corporate governance, Internal Audit activities ensure the internal control system, operational effectiveness and efficiency, compliance with applicable laws and regulations, and the accuracy and reliability of reporting.

In this area, the Internal Audit Department continues to innovate in accordance with the needs of the mining industry, as well as adopts the latest methodology and technology to increase the effectiveness and efficiency of the audit process. The Internal Audit Department roles and responsibilities are based on the Internal Audit Charter and are as follows:

1. Preparing an annual audit work program based on PKAT risk communicated to the President Director and Audit Committee, and approved by the President Director and Commissioner in charge of the Audit Committee. PKAT contains the targets to be achieved, the plan to use HC, facilities and infrastructure and information technology used, the number of days needed, audit work program, measurable targets (input, process, output, and outcomes, allocation/ estimation of the assignment budget, and approval of the President Director and Commissioners.
2. Carrying out approved PKAT and Special Audit (On-Call) requested by the President Director and Commissioners.
3. Testing and evaluating the effectiveness of governance implementation, risk management, and internal control in accordance with Company laws and regulations.
4. Conducting audits and assessments of economy, efficiency and effectiveness in all fields, including finance, accounting, operations, HC, marketing, information technology, and other fields.
5. Conducting a compliance audit of statutory regulations.
6. Performing ICOFR (Internal Control Over Financial Reporting) testing
7. Providing opinions on the Company's GRC implementation.
8. Coordinating audit activities to provide adequate guarantees that the entire operating process is appropriate for achieving the Company's goals.
9. Providing suggestions for improvement to ensure adequacy and to improve the efficiency of governance, risk management and control, and objective information about the activities audited at all levels of management.
10. Developing internal audit leadership and professionalism in accordance with the required skills by referring to the applicable audit standards.
11. Aligning the long -term internal audit training and development program with the Company's business plan.
12. Preparing an audit report and submitting to the President Director, Commissioners, and Auditees for quick improvement action.
13. Monitoring, analyzing, and reporting the follow-up of the audit results to the President Director and Commissioners.
14. Conducting periodic preparation and assessment of internal audit charters and submitting them to the President Director and Board of Commissioners.
15. Carrying out coordination with the Audit Committee and External Auditor.
16. Providing consulting services to assist clients in achieving their goals based on requests from the clients, and at the initiation of internal audits. Consultations can be given if internal audit personnel assigned have sufficient and relevant competencies and experiences.
17. Developing guidelines, technical guidelines, work instructions related to assurance activities, consultations, audit quality assurance, and internal audit development programs.
18. Coordinating with the risk management function in terms of sharing data as follows:
    a. Internal Audit provides a limited audit results documentation on the Audit Working Paper (KKA) and the audit report in the context of improving risk management governance, unless there are other considerations from the Head of the Internal Audit Department.
    b. Risk management provides Company risk profile data and department risk lists needed for planning and implementing internal audits.
    c. Carry out the coordination function with the parent internal audit which includes but is not limited to annual audit planning, quality assurance, monitoring of follow

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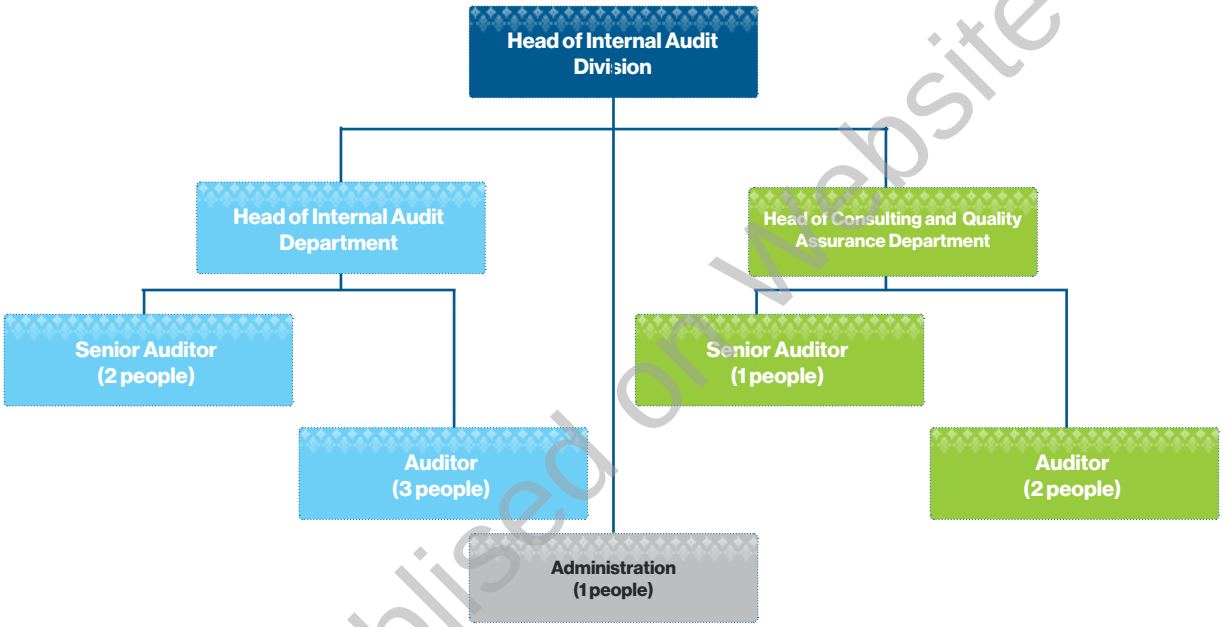
-up external audit results and development programs. As well as the coaching function by the parent internal audit to determine the strategic implementation of internal audits, formulate audit quality methodologies and control, and monitor the internal audits.

19. Conducting monitoring and measurement of internal audit performance and reporting it regularly.
20. Synergizing and collaborating with the internal audit of subsidiaries in terms of:
    a. Preparation of guidelines related to the subsidiary's internal audit function.
    b. Implementation of internal audits in subsidiaries.
21. Coordinating the needs of HC auditors to support the audit implementation in accordance with PKAT.

INTERNAL AUDIT ORGANIZATIONAL STRUCTURE AND NUMBER OF EMPLOYEES

The Company's current Internal Audit structure is guided by Board of Directors Decree No. SK-001/DIR/2025 concerning INALUM's organizational structure, job descriptions, and work divisions. Internal Audit has several functions, as shown in the organizational structure below:



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As of December 31, 2025, there were nine (9) people working under the Internal Audit Department, with functions aligned to the organizational structure described above.

Position	Number (People)
Head of Internal Audit Division	1 person
Head of Internal Audit Department	1 person
Senior Auditor of Internal Audit Department	2 people
Auditor of Internal Audit Department	3 people
Auditor of Consulting and Audit Quality Assurance Department	1 person
Administration	2 people
Total	**10 people**

INTERNAL AUDIT PERSONNEL CERTIFICATES

The following shows the certifications held by INALUM's Internal Audit personnel.

No.	Name	Position	Certification Held
1	Judi Julistrijo	Head of IIA Division	Certified Forensic Auditor (CFrA)
			Chartered Accountant (CA)
			Certified Risk Management Professional (CRMP)
			ISO 37001 : Certified Anti Bribery Management System Lead Auditor
			Certified Internal Audit Executive (CIAE)
			Qualified Internal Auditor (QIA)
			Brevet C
2	Alvi S. R Nasution	Head of SIA Department	Certified Forensic Auditor (CFrA)
			Certified Internal Audit Executive (CIAE)
			Enterprises Risk Management Certified Professional (ERMCP)
3	Maria Fransiska Sitepu	Senior Auditor SIA Department	Qualified Internal Auditor (QIA)
			Qualified Risk Management Officer (QRMO)
			Brevet A/B
4	Tengku Amrizal Azwin	Senior Auditor SIA Department	Qualified Internal Auditor (QIA)
			Certified Risk Management Officer (CRMO)
			Qualified Risk Management Officer (QRMO)
			Certified Forensic Auditor (CFrA)
			Brevet A/B/C
5	Arrye Genap Parhusip	Auditor SIA Department	Qualified Risk Management Officer (QRMO)
			Qualified Internal Auditor (QIA)
6	Thaofan Dinar Eko Saputro	Auditor SIA Department	Qualified Risk Management Officer (QRMO)
			Certified Sustainability Reporting Specialist (CSRS)
7	Pramudia Yolanda	Auditor SIA Department	Brevet A/B
8	Ari Sutoro	SCQ Section Staff	Qualified Internal Auditor (QIA)
			ISO 37001: Certified Anti Bribery Management System Lead Auditor
			ISO 27001: Information Security Management System
			COBIT 2019 Foundation
			Brevet A/B

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IMPLEMENTATION OF DUTIES IN 2025

The Internal Audit Department's functions include providing assurance, consulting, and coordination services while maintaining continuous quality assurance and improvement programs (development programs).

The Internal Audit Department's activities in 2025 were as follows:

1. Assurance Field
   In 2025, the Internal Audit Division conducted 11 assurance assignments and 4 assurance assignments carried over from 2024, with the following details:

No	Description	PKAT/Carry Over	Progress
1	IT Governance and General Control Audit	Carry over 2024	Done
2	GRC Audit of the Human Capital (HC) Directorate and the Main Directorate	Carry over 2024	Done
3	Non-Production Asset Optimization Audit	Carry over 2024	Done
4	Operational Quantity Achievement Audit	Carry over 2024	Done

No	Description	PKAT/Carry Over	Progress
5	GRC Audit of the Business Development Directorate	2025	Done
6	Electricity Generation and Distribution Audit	2025	Done
7	Risk Maturity Index Audit	2025	Done
8	SMAP Implementation Audit	2025	Done
9	SGAR and WKMD Audit (joint audit with MIND ID, Antam, and Inalum)	2025	Finalization of the report
10	Procurement & Local Content Audit	2025	On Going
11	IT Security Audit	2025	Carry over 2026
12	Entity-Level Control System Evaluation	2025	Carry over 2026
13	Internal Control Audit of Sustainability Reporting	2025	Carry over 2026
14	PT IBC Performance Audit (joint audit with ANTAM, PLN, and Pertamina) (Pending agreement with ANTAM and other PS)	2025	Not Started
15	On Call	2025	Cancel

2. Consultation and Quality Assurance & Improvement Program (QAIP)
   In 2025, the Internal Audit Division set a target of 50 consulting activities, with 60 (120%) realized, with the following details:

Consultation Topics	Number	Date	Client
Advisor			
Compensation & Flexibility for the 2024-2025 Alumina Purchase Contract with MIT	001-IIA-C/2025	January 16, 2025	IPM
Official Residence Loan Contract to Government Agencies	002-IIA-C/2025	January 22, 2025	IAS
Termination of Heavy Equipment Maintenance Work Contract at IPP	003-IIA-C/2025	February 7, 2025	PME
Amendment to the Pot Reconstruction Materials (PRM) and Master Alloy Procurement Contract	004-IIA-C/2025	February 13, 2025	ILG
INALUM's Support for IAA for the Request for Waiver of the Minimum Monthly Purchase Amount (JPMB) and Amendment to the IAA Gas Sales and Purchase Agreement with PGN	005-IIA-C/2025	February 25, 2025	IPO
Spare Part Overhaul & Insurance (Thurst Bearing Pad)	006-IIA-C/2025	February 27, 2025	PME
Procurement of 11,000 2H Anodes in 2025	007-IIA-C/2025	February 27, 2025	SCB
Letter of support to PT IBI for its Planned Loan Application to Bank Mandiri worth Rp80 Billion (H)	008-IIA-C/2025	March 13, 2025	IPO
Procurement of Rod Repair Work for the 2025-2026 Period (H)	009-IIA-C/2025	March 13, 2025	SCB
Capex Procurement Plan Outside the 2025 Work Plan and Budget (H)	010-IIA-C/2025	March 17, 2025	SGM
Additional Work for the TND Trash Rack Replacement Project (H)	011-IIA-C/2025	March 26, 2025	PME
Ratification of the White Paper on the Establishment of PT Industri Baterai Indonesia (IBI)	012-IIA-C/2025	March 27, 2025	IPO
Amendment of the INALUM Shareholder Loan Agreement with PT SMLI	013-IIA-C/2025	April 8, 2025	IPO
Establishment of a Joint Operation (KSO) between PT IAA and Prospective Partners for Pot Reconstruction Work at INALUM	014-IIA-C/2025	April 21, 2025	IPO
Addition of Business Activities in Accordance with the KBLI at PT IBI	015-IIA-C/2025	April 22, 2025	IPO
Increase in the Bid Price for Heat Exchanger System Repair Work Due to the Exchange Rate Increase	016-IIA-C/2025	April 30, 2025	IPM
Alumina Trial Shipment Contract of 24,000 MT by BAI	017-IIA-C/2025	May 6, 2025	IPM
Butt Anode Utilization Testing by PT Timah Tbk of 60 MT	018-IIA-C/2025	May 8, 2025	IPE
Budget Transfer for KN-201 Motor Renewal Work	019-IIA-C/2025	May 14, 2025	SGM
Direct Appointment of BFS Consultant for the Mempawah Aluminium Smelter (H)	020-IIA-C/2025	May 14, 2025	IBP
Plan Capital Contribution to PT Industri Baterai Indonesia (IBI) in the Final Investment Decision (FID) Plan for the Battery Cells (Dragon) Project (H)	021-IIA-C/2025	May 21, 2025	IPO
Legalization of Electricity Supply to PT SMLI & PT IAA for Land Lease Schemes	022-IIA-C/2025	June 3, 2025	IAS
Application for Electrode Paste Material Testing by PT ANTAM Tbk.	023-IIA-C/2025	June 4, 2025	IPE
Amendment to the Extension of the Telescopic Shovel Handler Renewal Contract	024-IIA-C/2025	June 16, 2025	SGM

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Consultation Topics	Number	Date	Client
Cancellation of the Competitive Benchmarking & Company Position Analysis Procurement Tender	025-IIA-C/2025	July 9, 2025	ITO
Provision of a shareholder loan to PT IAA amounting to Rp17.8 billion	026-IIA-C/2025	July 14, 2025	IPO
INALUM's participation in the MIND ID Group Banking Facility, namely the Bocobo Mandiri 2025 Facility	027-IIA-C/2025	July 16, 2025	IFN
Proposed Additional Domestic Sales Discounts to Increase Sales Quantities in June 2025	028-IIA-C/2025	Jul 17, 2025	ICM
Procurement of Induction Furnace IF-401 Upgrade Work at the Rodding Plant	029-IIA-C/2025	Jul 29, 2025	IPM
Proposed Acceleration of the Departure of the BAI Alumina Ship	030-IIA-C/2025	July 30, 2025	ILG
Factory Land Lease & Offtake Agreement for the Provision of Coal Tar Pitch (CTP) Raw Materials between INALUM and Himadri	031-IIA-C/2025	August 5, 2025	IBP
Reduction in Purchase Quantities Based on the Master Sales Agreement (MSA) by PT KMI Wire & Cable Tbk.	032-IIA-C/2025	August 8, 2025	ICM
Appointment of Public Accounting Firm (KAP) for the 2024 Fiscal Year of PT IBI through a circular Extraordinary General Meeting of Shareholders (EGMS).	033-IIA-C/2025	August 11, 2025	IPO
Proposal of a Representative of PT IBI as a Candidate Member of the Board of Directors and Board of Commissioners of the Joint Venture Company PT CATIB.	034-IIA-C/2025	August 11, 2025	IPO
Completion of the Pot Upgrading Contract for 1 Potline	035-IIA-C/2025	August 12, 2025	IPM
Purchase Price & Specifications for BAI Alumina	036-IIA-C/2025	August 14, 2025	ICM
Cooperation for the Transfer of Butt Anodes	037-IIA-C/2025	August 26, 2025	IPO
Changes to the Composition of BAI Management	038-IIA-C/2025	September 8, 2025	ICE
Procurement of Goods and Services Process Procedures	039-IIA-C/2025	September 10, 2025	IPM
Amendment of the Fixed Price Clause in the Manpower Supply Contract to a Variable Price	040-IIA-C/2025	September 15, 2025	TUP
Amicable Settlement for the Pot Upgrading Project for 1 Potline (H)	041-IIA-C/2025	September 19, 2025	IAS
Borrowing and Lease of Company Assets with Special Provisions	042-IIA-C/2025	September 23, 2025	ICR
Provision of Social and Environmental Assistance (SER) on Land Not Recipient of Assistance (H)	043-IIA-C/2025	September 26, 2025	IAS
Delegation of Power and Authority from the GMS to the Commissioners of PT IBI regarding the Appointment of a Public Accounting Firm to Audit PT IBI's 2024 Financial Statements	044-IIA-C/2025	September 30, 2025	IPO
Fixed Asset Write-Off 27 & 44 Reduction Pots and 67 Operational Vehicles	045-IIA-C/2025	October 3, 2025	IAS
Disbursement of Investment Credit Facilities to PT Borneo Alumina Indonesia (BAI) amounting to Rp1.07 trillion (20th Drawdown) & USD23.67 thousand (21st Drawdown)	046-IIA-C/2025	October 17, 2025	IPO
Establishment of Key Performance Indicators (KPI) for PT Indonesia Aluminium Alloy (IAA), PT Borneo Alumina Indonesia (BAI), and PT Sinergi Mitra Lestari Indonesia (SMLI) for 2025 through Management Contract Approval	047-IIA-C/2025	November 7, 2025	IPO
Follow-up on Shareholder Directives Regarding the Write-Off of Surface Water Tax (PAP) Interest Receivables	048-IIA-C/2025	November 21, 2025	IAT
Planned Amendment to the Implementation Timeline for the Reil ACC Purchase Contract	049-IIA-C/2025	November 21, 2025	SGM
Procurement of Trashrack Evacuation Expert Services through an Exempt Procurement Mechanism	050-IIA-C/2025	November 21, 2025	POT
Re-Certification of Building Equipment and INALUM's Land Development Masterplan	051-IIA-C/2025	November 26, 2025	IAS
Use of INALUM's Housing and Dormitory Facilities by IAA	052-IIA-C/2025	November 26, 2025	IGN
Purchase of CPC & CTP Raw Materials for 2025 2026	053-IIA-C/2025	December 2, 2025	ILG
Delegation of Power and Authority of the GMS to the Commissioners of PT IBI regarding the Appointment of a Public Accounting Firm to Audit PT IBI's 2025 Financial Statements	054-IIA-C/2025	December 8, 2025	IPO
Dismissal of the Commissioners of PT SMLI	055-IIA-C/2025	December 15, 2025	IPO
Adjustment to the 2025 Aluminium Ingot Export Sales Price Structure	056-IIA-C/2025	December 15, 2025	ICM
Amendment to the Technical Specifications of the Rubber Rake Spare Part Purchase Contract	057-IIA-C/2025	December 15, 2025	PME & IPM
Transfer of the Electricity Purchase Budget from PLN amounting to USD1,855,467.74	058-IIA-C/2025	December 16, 2025	SGM
Compensation Payment for Company Land Used for Railway Line Segment II amounting to Rp8,054,696,237.00	059-IIA-C/2025	December 17, 2025	IAS
Capital Deposit & Provision of SHL Loans to PT SMLI	060-IIA-C/2025	December 27, 2025	IPO

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While, the QAIP activities were as follows:

No.	Activities	Progress
1	Internal Audit Survey	Completed - January 2025
2	Quality assurance of audits, consultations, and follow-up monitoring for Quarters I, II, and III 2025	Completed - March, June, September, and December 2025
3	Preparation of 9 Procedure Manuals (derived from Decree PER-012/DIRUT/2024 concerning Internal Audit Technical Guidelines)	In Progress - Drafting in December 2025
4	IACM Self-Assessment Activities	Completed - December 2025
5	QAIP Self-Assessment Activities	Completed - December 2025
6	Benchmarking	To be implemented in 2026
7	Preparation for Data Analytics Software Implementation	Awarding
8	Employee Certification	7 out of 10 employees have completed the certification schedule. Three will participate in early 2026.
9	2025 MIND ID Group Internal Audit & Audit Committee Coordination Meeting	Completed - November 2025
10	Internal Audit Function Socialization	To be implemented in 2026

POLICY AND FREQUENCY OF INTERNAL AUDIT MEETINGS WITH THE BOARD OF DIRECTORS, BOARD OF COMMISSIONERS, AND/OR AUDIT COMMITTEE IN 2025

INALUM Internal Audit always carry out meetings, especially those related to policies, to evaluate the adequacy and effectiveness of internal control, risk management activities, and the application of GCG. The aim is to provide a performance assessment of the internal control system, risk management, and GCG implementation, while providing suggestions for the necessary improvements.

In 2025, Internal Audit held 37 meetings with the Board of Directors, Board of Commissioners, and Audit Committee. The meeting agendas and attendance rates were as follows:

Internal Audit Meeting Agenda

No.	Date	Meeting Agenda
1.	January 3, 2025	Presentation of the Audit Report to the President Director
2.	January 8, 2025	Presentation of the Audit Report to the Director of Operations
3.	January 11, 2025	Meeting with the Main Directorate
4.	January 15, 2025	Meeting with the Audit Committee
5.	February 4, 2025	Joint Meeting of the Board of Commissioners and Board of Directors
6.	February 5, 2025	Presentation of the Audit Report to the President Director
7.	February 7, 2025	Presentation of the Audit Report and 2025 PKAT to the Audit Committee
8.	February 14, 2025	Meeting with the Audit Committee
9.	February 28, 2025	Joint Meeting of the Board of Commissioners and Board of Directors
10.	March 7, 2025	Meeting with the Main Directorate
11.	March 11, 2025	Meeting with the Audit Committee
12.	March 20, 2025	Joint Meeting of the Board of Commissioners and Board of Directors
13.	March 25, 2025	*Town Hall Meeting Management*
14.	April 15, 2025	Meeting with the Main Directorate
15.	April 16, 2025	Meeting with the Audit Committee
16.	April 28, 2025	Joint Meeting of the Board of Commissioners and Board of Directors
17.	May 14, 2025	Meeting with the Audit Committee
18.	May 20, 2025	Meeting with the Main Directorate
19.	May 23, 2025	Joint Meeting of the Board of Commissioners and Board of Directors
20.	June 11, 2025	Meeting with the Audit Committee
21.	June 25, 2025	Joint Meeting of the Board of Commissioners and Board of Directors
22.	June 25, 2025	*Town Hall Meeting Management*
23.	July 1, 2025	Meeting with the Main Directorate

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No.	Date	Meeting Agenda
24.	July 16, 2025	Meeting with the Audit Committee
25.	28 July 2025	Joint Meeting of the Board of Commissioners and Board of Directors
26.	August 1, 2025	Meeting with the Main Directorate
27.	August 13, 2025	Meeting with the Audit Committee
28.	August 25, 2025	Joint Meeting of the Board of Commissioners and Board of Directors
29.	September 12, 2025	Meeting with the Audit Committee
30.	September 30, 2025	Joint Meeting of the Board of Commissioners and Board of Directors

No.	Date	Meeting Agenda
31.	October 14, 2025	Meeting with the Audit Committee
32.	October 22, 2025	Joint Meeting of the Board of Commissioners and Board of Directors
33.	November 13, 2025	Meeting with the Audit Committee
34.	November 15, 2025	Joint Meeting of the Board of Commissioners and Board of Directors
35.	December 11, 2025	Meeting with the Audit Committee
36.	December 19, 2025	Meeting with the Main Directorate
37.	December 23, 2025	Joint Meeting of the Board of Commissioners and Board of Directors

Frequency and Attendance at Internal Audit Meetings

Name and Position	Number of Meetings	Attended	Percentage Attended
Judi Julistrijo – Head of Division	37	37	100%
Alvi Nasution – Head of Department	37	37	100%
Tengku Amrizal Azwin – Senior Auditor	6	6	100%
Maria Fransiska Sitepu – Senior Auditor	6	6	100%
Arrye Genap Parhusip – Auditor	6	6	100%
Thaofan Dinar Eko Saputro - Auditor	21	21	100%
Ari Sutoro - Auditor	6	6	100%

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External Audit

INALUM's financial reporting is managed based on the principles of transparency and accountability. To maintain its credibility, the Company appointed a Public Accounting Firm as its external auditor for assessing the financial statements' compliance with Indonesian Financial Accounting Standards (SAK). The selected external auditors are guaranteed to be free from conflicts of interest to maintain their independence throughout the audit process. To ensure the audits meet professional standards and are completed on time, the Company holds regular meetings with the auditors, the Audit Committee, and Management. Effective communication between all parties is continuously enhanced to ensure any challenges in the audit process can be anticipated and effectively resolved.

APPOINTMENT OF A PUBLIC ACCOUNTING FIRM

In accordance with the good governance principles, the appointment of a Public Accounting Firm and/or Public Accountant is carried out by Shareholders through a General Meeting of Shareholders (GMS), taking into account proposals from the Board of Commissioners. This is in line with the provisions stipulated in POJK No. 13/POJK.03/2017 concerning the Use of Public Accounting Services and Public Accounting Firms in Financial Services Activities.

Based on the AGMS resolutions held on June 12, 2025, the appointment of the Public Accounting Firm (KAP) to audit the Company's financial statements was delegated to the Board of Commissioners, in prior coordination with the Series B Shareholders.

The Board of Commissioners, after considering the Audit Committee recommendation, appointed the Public Accounting Firm (KAP) Purwanto, Susanti & Surja (EY Indonesia) as the External Auditor to audit the Financial Statements of PT Indonesia Asahan Aluminium for the Fiscal Year ending December 31, 2025.

AUDIT COMMITTEE'S RESPONSIBILITY FOR RECOMMENDATIONS FOR THE APPOINTMENT AND DISMISSAL OF EXTERNAL AUDITORS

In accordance with its functions and authorities, the Audit Committee plays a role in maintaining the independence and objectivity of the audit process within PT Indonesia Asahan Aluminium. When carrying out these duties, the Audit Committee provides recommendations to the Board of Commissioners regarding the appointment and/or dismissal of external auditors to audit the Company's annual financial statements.

In carrying out this responsibility, the Audit Committee conducts comprehensive evaluations of the external auditor's performance, including assessing their independence, capabilities, experience, audit methodology, and compliance with applicable audit standards. This evaluation also considers the quality of communication between the external auditors and management and the Audit Committee, as well as the effectiveness of the audit process.

The recommendations provided by the Audit Committee aim to ensure the appointed external auditors possess high competence and integrity, and are capable of providing an independent and objective audit opinion. In addition, the recommendations also take into account the principles of good corporate governance, including transparency and accountability in the financial reporting process.

Therefore, the Audit Committee's involvement in the appointment and dismissal of external auditors is a crucial part of strengthening the internal audit system and increasing stakeholder confidence in the credibility of the Company's financial statements.

COORDINATION BETWEEN PUBLIC ACCOUNTANTS AND THE AUDIT COMMITTEE

The Board of Directors and the Board of Commissioners, assisted by the Audit Committee and Internal Audit, supervises the external audit process to ensure its smooth implementation and compliance with applicable audit standards. In addition, the Audit Committee ensures the timely submission of audit reports according to mutually agreed-upon timelines.

Monitoring the performance of Public Accountants and Public Accounting Firms, as well as other progress related to external audits, is also discussed in Audit Committee meetings, which are also attended by Internal Audit and the Board of Directors. In these joint meetings, the Audit Committee generally discusses audit findings found by the external auditor and discusses necessary follow-up actions.

Number of Periods Public Accounting Firms and Public Accountants Audited the Annual Consolidated Financial Statements

Information on the Public Accountants and Public Accounting Firms that conducted general audits and assurance services for INALUM's Financial Statements over the last three years are shown below.

Fiscal Year Audit	Name of Public Accounting Firm	Name of Public Accountant	Fee (including tax)
2025	Purwanto, Susanti dan Surja (EY Indonesia)	Said Amru	Rp4,356,750,000
2024	Amir Abadi Jusuf, Aryanto, Mawar & Rekan (RSM Indonesia)	Adrian Adisetyo Winoto, S.E., CPA	Rp3,750,690,000
2023	Tanudiredja, Wibisana, Rintis dan Rekan (PwC Indonesia)	Daniel Kohar, S.E.,CPA	Rp3,758,000,000

OTHER SERVICES PROVIDED BY ACCOUNTANTS BESIDES THE ANNUAL FINANCIAL STATEMENT AUDIT SERVICES

In 2025, the Public Accounting Firm (KAP) Purwanto, Susanti, and Surja (EY Indonesia) also provided non-assurance services for a fee of Rp111,000,000 (including VAT).

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Internal Control System

FINANCIAL AND OPERATIONAL CONTROL AND COMPLIANCE WITH OTHER LEGISLATION

The Internal Control System is a system or procedure implemented in an integrated manner and embedded in all actions and activities carried out by management and all employees. INALUM recognizes the importance of implementing an integrated and comprehensive internal control system to ensure the smooth running of daily business operations and the uninterrupted achievement of the Company's targets and objectives. Effective internal control implementation also embodies the principles of Good Corporate Governance.

The internal control activities at INALUM aims to protect Company assets, ensure the availability of reliable and trustworthy financial reporting, enhance the Company's compliance with laws and regulations, reduce the risk of losses, prevent fraud or irregularities, and improves organizational effectiveness and the achievement of objectives.

INALUM;s Internal Control System refers to the 2017 framework of the Internal Committee of Sponsoring Organizations of the Treadway Commission (COSO). This system includes controls in financial and operational aspects, as well as compliance with laws and regulations. In this regard, the Company applies internal control principles, a control environment, risk assessment, control activities, information and communication, and monitoring processes across all lines in the Company. To do so, INALUM through the Internal Audit Department has implemented the COSO internal control system framework into the President Director Regulation No. PER-012/DIRUT/2024 concerning Internal Audit Technical Guidelines, as outlined in Appendix Nine.

Results of the Internal Control System Evaluation in the Fiscal Year

The internal control system consists of the policies and procedures to manage and control the risk well, and not to eliminate these risks. Referring to the three lines model concept, management of internal control systems is a series of risk control and compliance control actions at d9ifferent functional levels.

At the first level (first line), all business owners carry out internal control and are evaluated by the risk monitoring function at the second level (second line). The internal audit function at the third level (third line) then evaluates through assurance activities to provide opinions on the effectiveness of internal control systems designed and applied by the first level and evaluated by the second level.

With regard to the adequacy of internal control, the Company implemented and evaluated the overall internal control system as a whole in accordance with the control principles in 2025. A report was submitted to the Board of Directors and relevant follow-up actions were taken to reduce the risks as optimally as possible. Then the report was also forwarded to the Board of Commissioners through the Audit Committee, emphasizing the Company's commitment to transparency and accountability in risk management.

In line with the above, in the Annual Audit Work Program (PKAT) in 2026, the Internal Audit Division will evaluate the Internal Control System (SPI) at the Company level, in collaboration with competent government agencies.

STATEMENT BY THE BOARD OF DIRECTORS AND/OR BOARD OF COMMISSIONERS ON THE ADEQUACY OF THE INTERNAL CONTROL SYSTEM

The Board of Directors and Board of Commissioners have evaluated the effectiveness of the internal control system. Overall, INALUM's internal control system is effective and adequate in managing the risks faced by the Company to remain within the tolerance limits (risk appetite). An effective and adequate internal control system is reflected in the operations being carried out effectively and efficiently, the submission of accurate and reliable financial reports, and the safeguarding of Company assets, and compliance with applicable laws and regulations. All of these are expected to support the Company in achieving its stated goals and improve the Company's performance in a sustainable manner.

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Risk Management

APPLICATION OF RISK MANAGEMENT PROCESS

The Company recognizes that risk is an integral part of business dynamics. Therefore, implementing effective risk management is crucial to support operations, minimizes the impact of uncertainty, and provides a basis for sound decision-making to maintain business sustainability and encourage business growth.

As part of its commitment to good corsporate governance (GCG), PT Indonesia Asahan Aluminium (INALUM) consistently applies an integrated, systematic and sustainable risk management process in all operational and functional lines in the Company. This process aims to ensure the achievement of the Company's vision as the main pillar of a national aluminium industry that is globally competitive.

INALUM has adopted the ISO 31000: 2018 Risk Management Framework as the main reference for identifying, analyzing, evaluating, and controlling the potential for strategic, operational, financial, compliance, and environmental risks. The risk management process is carried out proactively starting from the project level to the corporate level, with the active involvement of all work units and supervisory functions.

For its implementation, INALUM established a risk management process through the following 5 main stages:

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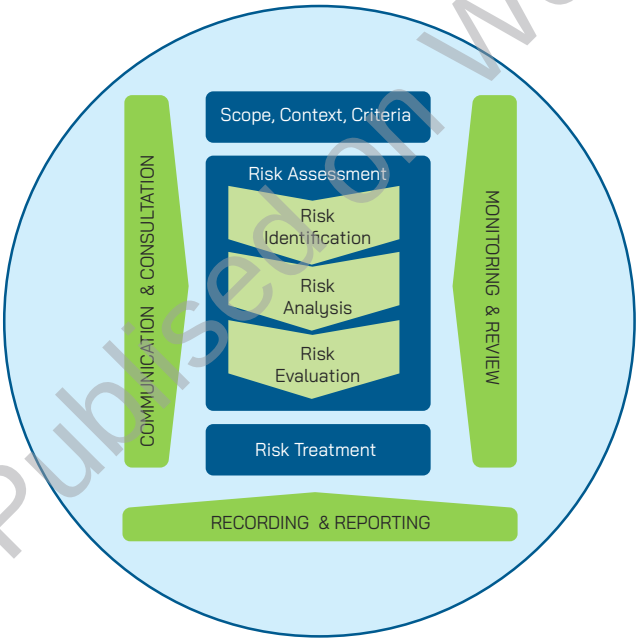

1. Establish scope, context, and criteria
   Before carrying out the risk management process, the organization must determine the scope of application, understand external and internal contexts, and determine the criteria used to evaluate risks that include environmental, regulation, finance, and operational factors that affect the organization.
2. Risk Assessment
   - Risk identification
     Identify all potential risks that could hamper the achievement of the Company's strategic and operational goals.
   - Risk analysis
     Assess the impact and possibility of risk to determine the priority level of handling.
   - Risk evaluation
     Determine which risks need to be controlled, accepted, or further mitigated based on the level of risk tolerance set by management.

3. Risk treatment
   Compile and implement risk mitigation plans, including internal control, contingencies, and the use of insurance as a risk transfer instrument.
4. Monitoring and Evaluation
   Monitor every change of environmental and business dynamics and evaluate the effectiveness of risk control and make sustainable improvements.
5. Communication and Consultation
   Organizations must carry out active communication with all stakeholders regarding the risks and management strategies and ensure mutual transparency and understanding in decision making related to risk.
6. Recording and Reporting
   The entire risk management process is well documented to ensure compliance with standards and regulations, as well as to support data -based decision making.

In 2025, INALUM continued to strengthen its risk management capabilities through training, risk policy socialization, and integration with the strategic planning process and the preparation of Key Risk Indicator (KRI). In addition, the Company conducted periodic evaluations of corporate risk maps and main risks that have the potential to affect business continuity.

The application of effective risk management not only supports INALUM's operational resilience, but also becomes an important foundation in dealing with industrial dynamics, regulatory changes, and global challenges related to energy sustainability and transition.

BASIS FOR APPLICATION OF RISK MANAGEMENT

As a manufacturing company operating in a strategic industry, INALUM applies Risk Management as part of its commitment to good corporate governance and in compliance with applicable regulations. This is aimed at ensuring that any risk that has the potential to interfere with the achievement of Company goals can be identified, analyzed, mitigated, and monitored effectively and sustainably.

The application of risk management in INALUM is based on the following main aspects:

1. Applicable Regulations and Standards as a state-owned enterprise (BUMN), Risk Management at INALUM adheres to the following regulations and standards:
   - Minister of BUMN Regulation No. PER-2/MBU/03/2023 concerning Guidelines for Governance and Corporate Activities Significant SOEs ("BUMN Permen No. 2/2023");
   - Deputy for Finance and Risk Management of the Republic of Indonesia Ministry of State-Owned Enterprises Decision No. SK-6/DKU.MBU/10/2023 concerning Technical Guidelines for the Risk Management and Aggregation Process in the Taxonomy of Risk Portfolios of State-Owned Enterprises;
   - Deputy for Finance and Risk Management of the Republic of Indonesia Ministry of State-Owned Enterprises Decision No. SK-7/DKU.MBU/10/2023 concerning Technical Guidelines for Reporting Risk Management of State-Owned Enterprises;
   - Deputy for Finance and Risk Management of the Republic of Indonesia Ministry of State-Owned Enterprises Decision No. SK-8/DKU.MBU/12/2023 concerning Technical Guidelines for Risk Maturity Index Assessment in State-Owned Enterprises;
   - Mind ID Strategic Guidelines for Risk Management No. PS-005/DIR/2024 that became effective on January 29, 2024;
   - Mind ID Group Risk Management Process Policy No. KP-001/DIR/2023 that became effective on December 20, 2023;
   - ISO 9001 International Standard: 2015 Quality Management System Requirements;
   - ISO 14001 International Standard: 2015 Environmental Management System Requirements.
   - Indonesian National Standard (SNI) 8615: 2018 ISO 31000: 2018 Risk Management - Guidelines;
   - Indonesian National Standard (SNI) ISO Guide 73: 2016 Risk Management - Vocabulary;
   - Financial Services Authority Regulation (OJK) No. 17/ POJK.04/2020 concerning the Application of Corporate Governance and Risk Management for Issuers or Public Companies.
   - INALUM Company Regulations and Internal Policies, including strategic risk management, operational, financial, and compliance policies.
2. Risk Management Framework
   The Company has adopted a Risk Management Framework based on ISO 31000: 2018 Risk Management - Guidelines as the basis for all risk management implementation activities at all levels of the Company to ensure risk management is carried out effectively and to ensure that complete and adequate risk information obtained from the risk management process can be used as a basis for decision making.

   The risk management framework's role and purpose is to assist the organization in integrating risk management in all Company functions and activities.

   The entire process carried out based on the framework is repeated, namely from the start of the design through to integration including the internal and external factors of the Company.

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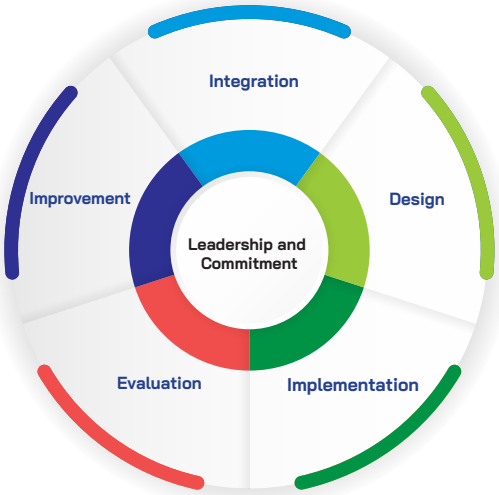
Stages of the risk management framework in more detail are as follows:



a. Leadership and Commitment
Management and the committee responsible for supervising the risk management process to ensure that risk management is integrated into all Company activities and must demonstrate leadership and commitment by:
   - Issuing a statement or policy outlining the Company's commitments, plans and actions related to Risk Management;
   - Ensuring the availability of resources to manage risk; and
   - Providing authority, responsibility and accountability at all levels of the Company in accordance with their respective roles.

b. Integration
Risk Management Integration is a dynamic and interactive process that must be adjusted to the needs and culture of the Company. Risk Management must be an integral part of the Company's vision, mission, objectives, Good Corporate Governance, leadership and commitment, strategy, and operations, as well as applicable standards and norms.

c. Design
   - Understanding of the Organization and Its Context
     The Company must examine and understand the external and internal context when designing a framework for managing risk
   - Articulate the Risk Management commitment:
     Management and the committee supervising Risk Management must demonstrate and articulate their ongoing commitment to Risk Management through policies, statements or other forms that clearly convey the Company's objectives and commitment to Risk Management.
   - Establish Company roles, authorities, responsibilities and accountabilities
     Management and the committee supervising Risk Management must ensure the authorities, responsibilities and accountabilities for relevant Risk Management roles are assigned and communicated at all levels of the Company.
   - Resource allocation
     Management and the committee supervising Risk Management must ensure appropriate resource allocation for Risk Management
   - Establishing communication and consultation Company
     The Company must establish an agreed approach for communication and consultation to support the framework and facilitate the effective implementation of Risk Management.

d. Implementation
The Company must implement a Risk Management framework by:
   - Developing an appropriate plan including time and resources;
   - Identifying where, when, who has authority and how decision-making processes will be conducted across the Company;
   - Modifying the applicable decision-making processes as necessary;
   - Ensuring the Company's arrangements for managing risk are clearly understood and practiced.

The Risk Management framework will ensure that the risk management process forms part of all activities across the Company, so that decision making and changes in the external and internal context can be identified.

e. Evaluation
To evaluate the Risk Management framework effectiveness, the Company evaluates the Risk Management framework against its objectives, implementation plan, indicators and expected behaviors.

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f. Improvement
The Company must continuously improve the suitability, adequacy and effectiveness of the Risk Management framework and the integration of the Risk Management processes carried out. The Company must identify deficiencies or opportunities for improvement, develop plans and assign them to the parties responsible for Risk Management.

3. Integration with Good Corporate Governance (GCG) Risk Management at INALUM is integrated with the principles of GCG to support:
   - More precise and data-based decisions in business and investment planning.
   - Increased operational efficiency through effective mitigation strategies.
   - Compliance with industry regulations and standards, including environmental, social, and occupational safety aspects
4. Strengthening Risk Awareness Culture INALUM is committed to building a risk awareness culture through:
   - Risk Management training and socialization to all employees and management.
   - Implementation of Key Risk Indicators (KRI) to monitor major risks that can have a significant impact on the Company.
   - A transparent and responsive risk reporting system, ensuring that potential risks can be detected and handled quickly.
5. Continuous Evaluation and Improvement as part of continuous improvement, INALUM periodically conducts evaluations and audits on the effectiveness of the risk management system, including:
   - Internal and external audits to identify areas for improvement.
   - Risk impact assessments on business performance, in order to adjust mitigation strategies to current operational conditions.
   - Technology development and digitalization in risk monitoring, including the use of data-based systems for more accurate analysis.

By implementing a comprehensive, structured, and regulatory-compliant Risk Management system, INALUM can mitigate potential risks, increase operational resilience, and ensure sustainable growth.

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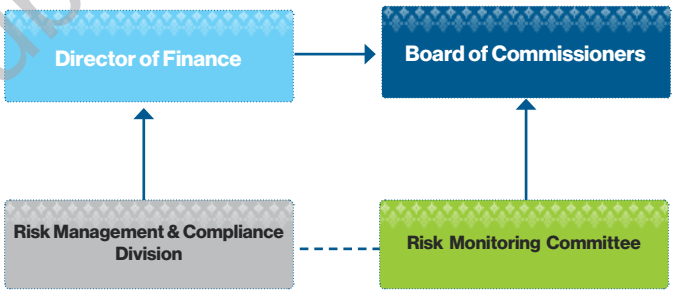
RISK MANAGEMENT APPLICATION REPORT

Risk Management Functios Organizational Structure

The INALUM Risk Management Function in 2025 was under the Directorate of Finance and Portfolio Planning and Management Group. Based on the Board of Directors Decree No. SK-001/DIR/2025 concerning the organizational structure, description of the duties and employment, INALUM's Risk Management Function organizational structure is as follows:

INALUM risk management organizational structure



Risk Management Function Duties and responsibilities

1. Managing the Company risk management functions in accordance with applicable regulations.
2. Managing the Company's risk management framework.
3. Managing the monitoring and evaluation functions for the Company's risk mitigation.
4. Managing consultancy functions related to the Company's risk.
5. Managing the application of business continuity management (BCM).
6. Managing the development of the Company's internal governance, monitoring compliance and ensuring alignment of all Company regulations with other applicable regulations, and providing consulting services related to aspects of Company governance and compliance.

7. Carrying out all risk management duties and responsibilities as stipulated in the Minister of BUMN Regulation No. Per2/MBU/03/2023 of 2023 as well as other relevant rules.
8. Carrying out reporting and accountability functions for all work to the Head of the Company's Planning and Portfolio Management Group and the Director of Finance.

Professional Certification of Risk Management Function Personnel

The following shows the professional certifications held by INALUM Risk Management Function personnel:

Risk Management Function Personnel Certification

No.	Certification	Institution	Number of Personnel
1	ERMCP - Enterprise Risk Management Certified Professional	ERMA & CRMS	3
2	QRMP - Qualified Risk Management Professional	LSP-MKS	2
3	QRMA - Qualified Risk Management Anayst	LSP-MKS	1
4	ERMAP - Enterprise Risk Management Associate Professional	ERMA	1
5	CRMO - Certified Risk Management Officer	LSP-MR	2
6	CRA – Certified Risk Associate	LSP-PM	1
7	CCP – Certified Compliance Professional	LSP-MKS	1
8	CGP - Certified Governance Professional	LSP-MKS	1
9	CGRCP - Certified GRC Professional	LSP-GRK	1
10	Petugas Investigasi Insiden (Accident Investigation) Incident Investigation Officer	BNSP	1
11	AK3U – General OHS Expert	KEMENAKER RI	1
12	Financial Modeling & Valuation Analyst	CFI	1
13	Banking Risk Management	BNSP	1
14	PECB Certified ISO 37001 Senior Lead Auditor	PECB	1

Note: All FMR personnel have more than one certification.

Risk management competency development program

To improve the Risk Management Function Personnel quality and competence based on SK-3/DKU/MBU/05/0523 concerning Technical Guidelines for Composition and Qualifications of Risk Management Organs in SOEs, the Risk Management Work Unit is required to attend training of at least 60 hours/year with the following results:

Actual Number of INALUM Risk Management Unit Training

INALUM Risk Management Unit	Total Training (Hours)	Actual Training (Hours)
Zulfiandi – Head of Division	60	297
Denny Syamsuddin – Lead Specialist	60	186
Bima Bayu Ananta - Vice President	60	103.5
Debin Norman Siallagan - Specialist	60	347
Donny Indra Prasetyo - Specialist	60	259
Rifdah Jenita Harefa - Specialist	60	277.5
Ramadhaningsih - Clerk	40	77

INALUM Risk Management Performance

To implement risk management in PT Mineral Industri Indonesia (Persero) ("MIND ID") and INALUM, the Risk Management Department has implemented a work program consisting of the Risk Management Maturity Development Work Programs and the Risk Management Routine Work Programs.

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Risk Management Maturity Development Work Program

The Risk Management Maturity Development Work Program aims to improve the quality of the application and maturity of risk management as mandated in Article 74 of the Minister of BUMN Regulation No. PER-2/MBU/03/2023 ("BUMN Permen No. 2/2023"). This work program is divided into 5 (five) dimensions as follows:

Routine Risk Management Work Program

Dimension	Work Program
Risk Culture and Capabilities	• Instigating increased risk management capabilities and competencies for both risk management personnel and risk owners, through training, workshops, and risk management certification to ensure that risk management is carried out with the same understanding and competency. • Instigating periodic risk culture campaign (quarterly) in the form of installing materials and/or infographics related to risk management aimed at improving the Company's risk culture. • Instigating a Risk Culture Survey aimed at understanding the level of maturity of the company's risk culture. • Providing appreciation for the application of Departmental risk management at INALUM (Risk Management Award). • Instigating knowledge & experience sharing with the MIND ID Group risk management function and members of the Departmental Risk Management Team (TMRD) at INALUM.
Organization and Risk Governance	• Monitoring Risk in INALUM's subsidiary entities • Instigating technical training on risk models such as Value at Risk (VaR), stress testing, and sensitivity analysis. • Instigating training and workshops on developing Key Risk Indicators (KRI) determination. • Evaluating the adequacy of the organizational structure. • Instigating periodic internal control testing and stress testing.
Compliance Risk and Compliance	• Preparing a Risk Taxonomy (including a risk library) in accordance with Article 66 of SOE Ministerial Regulation No. 2/2023. • Developing and alignment of INALUM's Risk Library. • Applying the Risk Library in the preparation of Risk Profiles. • Implementing emergency response simulations for operational recovery. • Developing Contingency Planning Guidelines. • Periodic evaluating the risk management framework (including methodology and SOPs). • Developing a Risk Appetite. • Regular reviewing and stress tests to identify areas for improvement. • Implementing and planning risk maturity development at INALUM based on RMA results.
Risk Process and Control	• Monitoring and Reporting of Risk Management in accordance with the Technical Guidelines of the Ministry of State-Owned Enterprises. • Updating the Contingency Plan (CP). • Updating guidelines, procedures, and policies related to the implementation of INALUM's risk management. • Developing a methodology for implementing internal control testing in accordance with Ministerial Regulation of State-Owned Enterprises No. 2/2023 and its technical instructions. • Developing a Quantitative Business & Project Risk Assessment.
Risk Models, Data and Technology	• Developing a risk management information system (SIMRI). • Developing a risk management dashboard. • Facilitating the selection of KRIs from INALUM's business processes/activities that can provide early warning to management. • Strengthening the risk quantification model and risk-based impact analysis.

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Routine risk management work program

The routine risk management work program aims to ensure that the risk aspects have been integrated with the Company's business processes and are a consideration when making strategic management decisions.

Risk Management Maturity Development Work Program

Aspect	Activity
Project Risk Assessment and Business Initiatives	• Risk Review of the 2nd Aluminium Smelter Project in Kuala Tanjung. • Risk Review of the Pot Optimization and Pot Upgrading Projects. • Risk Review of the Subsidiary's Loan Drawdown. • Risk Review of the Subsidiary's Corporate Work Plan and Budget Approval Request. • Risk Review of PT INALUM's Shareholder Loan Grant to a Subsidiary. • Risk Review of the Primary Aluminium Product Sales Price Approval Request.

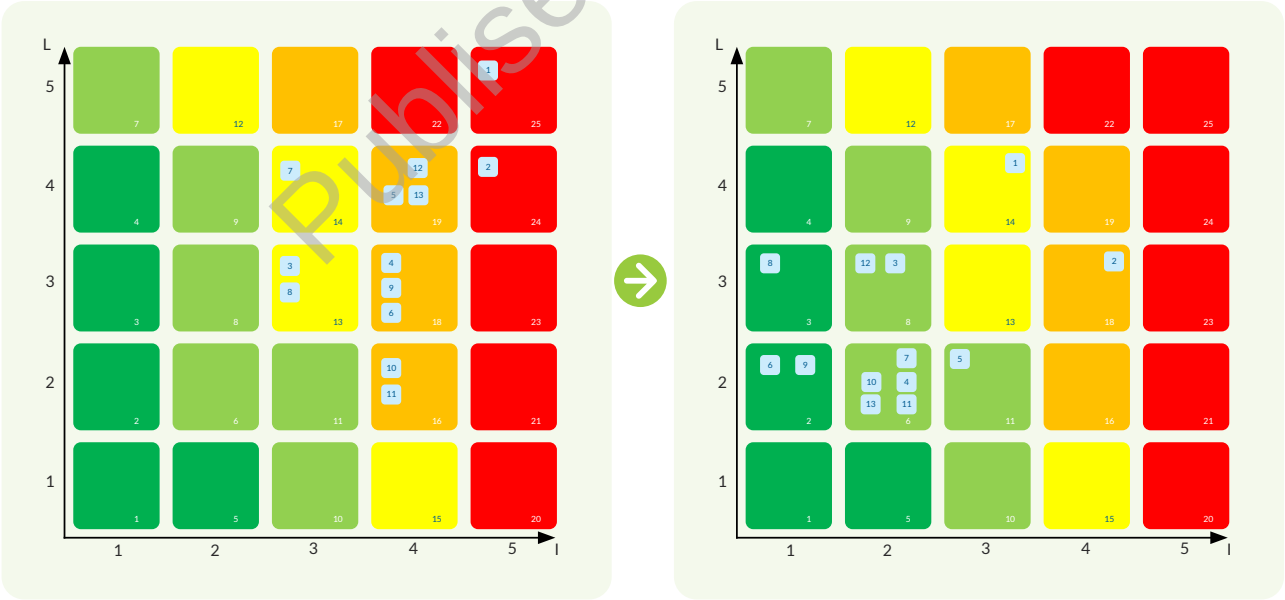
Risk Management Maturity Development Work Program

Aspect	Activity
Review of Risk Management Aspects in Corporate Documents	• Review of Board of Directors Regulations. • Review of Approval of Company Work Team Decree. • Review of Company Organizational Structure. • Risk Review of Application for Approval of Change of Management in Subsidiaries through Shareholder Circular Decision in Lieu of General Meeting of Shareholders. • Review the implementation of Key Performance Indicators (KPIs) and subsidiary management contracts.
Audit Assistance for Risk Management Aspects	• ISO 9001 Audit: Quality Management System. • ISO 14001 Audit: Environmental Management System. • ISO 45001 Audit: Occupational Health and Safety Management System (OHSMS). • ISO 27001 Audit: Information Security Management System (ISMS). • Aluminium Stewardship Initiative (ASI) Audit. • ISO 20000 Audit: IT Service. • ISO 37001 Audit: Anti-Bribery Management System. • ISO 50001 Audit: Energy Management System.
Risk-Based Budgeting RKAP 2024 according to Threshold	• Routine and Non-Routine Investment Review. • Review of INALUM Division/Department Work Program. • Preparation of RKAP & RJPP Realignment. • Implementation of Risk-Based Budgeting RKAP 2025 socialization
Facilitating and Monitoring Company's Top Risk Profile	• Monthly Facilitation of INALUM Division Top Risk and Risk Profile. • Monthly Facilitation of INALUM Top Risk by MIND ID (Monthly Monev – Monitoring Evaluation).
Risk Management Reporting to Shareholders	• RKAP Risk Strategy Report 2025. • Company's Top Risk Profile Report. • Composite Risk Report. • Internal Control Testing Report.

Risk Management Implementation Performance

INALUM's Risk Management Performance is explained in achieving a decline in risk values on the Company's main risk profile in 2025 as follows:

Overview of Changes in Risk Values for 2025



Main Top Risk Map - January 1, 2025

Main Top Risk Map - December 31, 2025

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The top risks resulting from this mapping are shoen in the following table:

Top Strategic Risks for the Company in 2025

No	Taxonomy	Risk Event
1	Strategic Risk	The subsidiary's profit contribution is not realized according to target
2	Project Risk	Delays in project completion and potential cost overruns on projects
3	Legal, Reputation & Compliance Risk	Legal Cases/lawsuits from regulators and third parties
4	Operational Risk	Disruption in the availability of key equipment
5	Operational Risk	Shortages of key raw materials
6	Operational Risk	Decreased production due to performance problems
7	Operational Risk	Workplace accidents and incidents due to occupational diseases (KAPTK)
8	Financial Risk	Limited financial capacity of the Company to carry out operations and projects
9	Market & Macroeconomic Risk	Decrease in the selling price of aluminium commodities
10	Information Technology & Cybersecurity Risk	Cyber attacks disrupting the Company's operations
11	Social & Environment Risk	Environmental management targets are not met
12	Market & Macroeconomic Risk	Reduced market share and competitiveness of INALUM due to the presence of new competitors in the domestic aluminium industry
13	Market & Macroeconomic Risk	Increased prices of key raw materials

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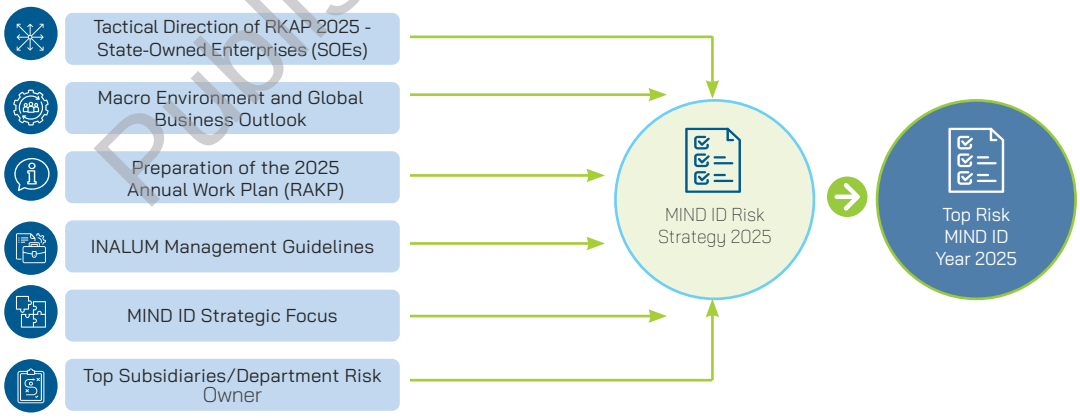
Risk strategy for 2025

INALUM developed a risk strategy for 2025 by taking into account the shareholders aspirations contained in the Aspiration Letter of Shareholders/Capital Owners for the Preparation of the Work Plan and Corporate Budget of 2025 No. S-683/MBU/10/2022 dated October 24, 2022, and BUMN Regulation No. Per-05/MBU/09/2022 concerning the Application of Risk Management in State-Owned Enterprises, as amended by BUMN Regulation No. Per-2/MBU/03/2023 dated March 24, 2023 concerning Guidelines for Governance and Corporate Significant Activities in State-Owned Enterprises, by determining the target areas of risk, risk tolerance, risk limit and risk appetite.

Preparation of Risk Strategy 2025



INALUM Top Risks in 2025

INALUM identified the top risks that are important and had an impact on the Company for the 2025 fiscal year. Determining the Top Risks was carried out through a top-down method based on the direction of the KBUMN contained in the shareholders aspirations, and Mind ID management directives using a bottom-up method that included the INALUM Management directives, Macro Environment and Global Business Outlook, as well as the assumption in the RKAP 2025.

Based on the identification and determination of the INALUM top risks, they have been grouped into the MIND ID taxonomy as follows:

INALUM Top Risks in 2025

No.	Risk Taxonomy	Main Risk Profile Explanation
ERM-1a	Strategic Risk BAI's profit contribution not meeting targets	Investment in PT BAI is not yet optimal as it is currently in the construction phase, with physical project progress at 96.89% by the end of 2024.
ERM-1b	Strategic Risk Investment in PT IAA is not optimal.	Investment in PT IAA is not yet optimal as billet production has not been maximized and sales targets have not been met.
ERM-2	Project Risk Development projects hampered	Project delays (Pot Optimization, Alumina Conveying System, and Anode Cover Recycling Material) caused by several technical and administrative factors, material availability, or other external constraints.
ERM-3	Legal, Reputation & Compliance Risk Legal claims or lawsuits from regulators or third parties	State Administrative Dispute over INALUM Land: as some parties are still filing a lawsuit to revoke the certificate with the Medan State Administrative Court (PTUN).
ERM-4	Operational Risk Legal claims/lawsuits from regulators and third parties	Disrupted availability of key equipment: If the availability of key equipment is below standard, this will cause delays and the failure to meet the production target of 274,150 tons in 2025.
ERM-5	Operational Risk Shortages of primary raw materials	The unavailability of key raw materials can disrupt production or temporarily halt the Company's operations.
ERM-6	Operational Risk Decreased production due to performance pot	Ineffective pot performance will not only hamper productivity but also lead to decreased aluminium quality and increased operational costs.
ERM-7	Operational Risk Occupational accidents and occupational diseases (KAPTK)	Occupational accidents and illnesses resulting from procedural violations, equipment failure, or lack of training can reduce productivity and disrupt company performance.
ERM-8	Financial Risk Funding constraints in running the Company's operations and projects	Funding limitations can hamper projects. In 2025, funding will be focused on BAI project financing.
ERM-9	Market & Macroeconomic Risk Declining aluminium commodity selling prices	A decline in LME prices could reduce a Company's profit margins, especially if production costs remain high or cannot be reduced in line with price declines.
ERM-10	Information Technology & Cybersecurity Risk Cyberattacks disrupting Company operations	Malware and/or non-malware attacks could disrupt one or more of a Company's vital business processes. Malware attacks include viruses, worms, trojans, spyware, and ransomware, as the the most common type of cyberattack.
ERM-11	Social and Environment Risk Environmental management targets not met	Failure to achieve environmental management targets will impact regulatory compliance, the Company's image, and the potential for sanctions or operational restrictions.
ERM-12	Market & Macroeconomic Risk INALUM's market share and competitiveness have decreased due to the emergence of new competitors in the domestic aluminium industry.	INALUM's market share and competitiveness will decrease due to the emergence of new competitors in the domestic aluminium industry, such as PT Adaro Group, Tsingshan Holding Group, and Bintan Alumina Indonesia.
ERM-13	Market & Macroeconomic Risk Increase in prices of primary raw materials	Any increase in alumina prices will reduce the Company's profits/profitability.

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MIND ID Risk Appetite Statement and Risk Appetite Parameters in 2025

INALUM established a Risk Appetite Statement (RAS) along with the risk posture for each top risk area (taxonomy) as follows:

INALUM Risk Appetite Statement (RAS) for 2025

No.	Risk Taxonomy	Risk Posture	Risk Appetite Statement
1	Strategic Risk	Open (Strategic)	INALUM considers mature, reasonable and measurable risk calculations to create value through business model innovation, exploration and development of resources/reserves, optimization of portfolio arrangement, and inorganic growth by considering the consequences of increasing capital costs (CAPEX) and investment returns.
2	Financial Risk	Conservative	• INALUM fulfills financial obligations and maintains a healthy financial structure and maintains business continuity on an ongoing basis. • INALUM is very careful in taking risks related to failure to meet dividend payment targets.
3	Legal, Compliance, and Reputation Risk	Averse	INALUM is very careful in taking risks related to: • Violations and non-compliance with laws and regulations in carrying out the company's business activities, • Negligence in implementing good corporate governance (GCG) and integrated risk management, including in running risk management organs actively and prudently, • Incidents that significantly threaten reputation and affect the stability of the company's business activities.
4	Market and Macroeconomic Risk	Moderate	INALUM optimizes the management of market and macroeconomic volatility by accepting measurable consequences.
5	Operational Risk	Moderate	INALUM is willing to take risks within certain limits to achieve growth and operational profits while still paying attention to work safety and business continuity.
6	Information Technology and Cybersecurity Risk	Averse	INALUM is very careful in taking risks related to cyber security, personal data protection, IT infrastructure, and information technology.
7	Social and Environment Risk	Averse	INALUM is careful in taking risks related to social and environmental aspects of environmental destruction and pollution and continues to be committed to implementing environmentally friendly operations.
8	Project Risk	Conservative	INALUM encourages efforts to minimize project losses by considering the costs and benefits of project problems in the form of delays in work, excess budget use and non-conformity in work quality.

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Risk Appetite Matrix

Based on the determined RAS, INALUM has prepared a Risk Appetite Matrix by considering Risk Posture, as follows:

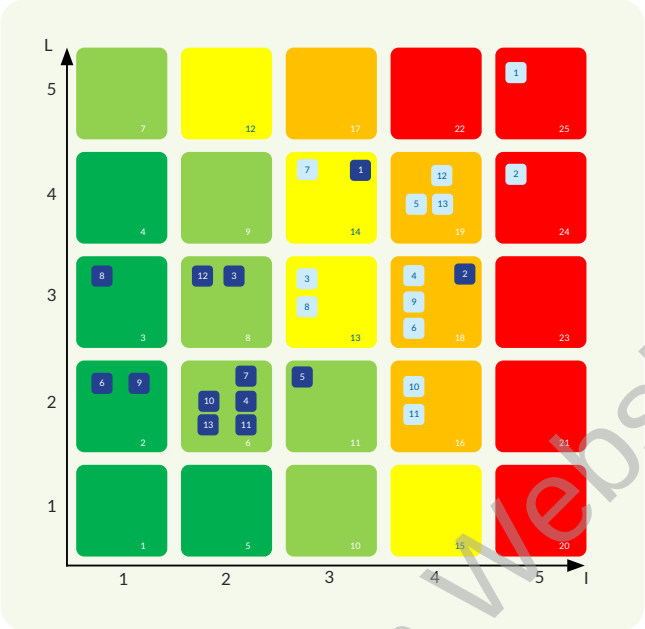
PROBABILITY	Very Low 1	Low 2	Moderate 3	High 4	Very High 5
Almost Certain to Happen 5	Low to Moderate 7	Moderate 12	Moderate to High 17	High 22	High 25
Very Likely to Happen 4	Low 4	Low to Moderate 9	Moderate 14	Moderate to High 19	High 24
Could Happen 3	Low 3	Low to Moderate 8	Moderate 13	Moderate to High 18	High 23
Rare 2	Low 2	Low to Moderate 6	Low to Moderate 11	Moderate to High 16	High 21
Extremely Rare 1	Low 1	Low 5	Low to Moderate 10	Moderate 15	High 20
	IMPACT				

Risk Scale	Risk Level
1-5	Low
6-11	Low to Moderate
12-15	Moderate
16-19	Moderate to High
20-25	High

Overview of the Risk Profile in 2025

INALUM's risk profile for the December 2025 position, saw a movement compared to the January 2025 position. The INALUM risk profile position as of December 2025 was as follows:

Overview of Changes in Risk Value



The movement of risk values can be caused by changes in context of risk and/or on the risk response as outlined in the form of mitigation.

Information on changes in risk values

No	Taxonomy	Risk Event	Description
1	Strategic Risk	The subsidiary's profit contribution is not realized according to target	The risk value decreased due to the improvement in PT BAI's Schedule Performance Index (SPI) and the increase in PT IAA's Billet Production and Sales in 2025.
2	Project Risk	Delays in project completion and potential cost overruns on projects	The risk value decreased due to the Inalum Development Project, namely Pot Upgrading and Smelter Expansion, has shown results that meet expectations. For Pot Upgrading, the current parameter showed appropriate results at 235 kA (as targeted), and aluminium production at PL-2 was achieved. Also, for smelter expansion, the Final Investment Decision (FID) was implemented in September 2025 (the RKAP target was October 2025).
3	Legal, Reputation & Compliance Risk	Legal cases/lawsuits from regulators and third parties	The risk value decreased due to the mitigation measures taken in the form of assistance through legal consultants, collaboration with land experts, and support from the Ministry of Agrarian Affairs and Spatial Planning/National Land Agency (ATR/BPN). Management Rights Certificate No. 1 is not likely to be revoked or cancelled as the PTUN decision is only administrative in nature.
4	Operational Risk	Disruption in the availability of key equipment	The risk value decreased due to improved PM Compliance and PM Complete percentages and the availability of key equipment throughout 2025.
5	Operational Risk	Shortages of key raw materials	The risk value decreased due to improved KRI (Comprehensive Risk Indicator) related to on-time delivery and the absence of shortages or significant production stoppages.
6	Operational Risk	Decreased production due to performance pot issues	The risk value decreased due to improved pot operating parameters and the achievement of aluminium production of 274,230 Ton (out of a target of 274,140 Ton) in 2025.

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Information on changes in risk values

No	Taxonomy	Risk Event	Description
7	Operational Risk	Workplace accidents and incidents due to occupational diseases (KAPTK)	The risk value decreased due to increased employee participation in achieving the SOR target, employee participation in COG activities, and improvements in severity and absence severity rates.
8	Financial Risk	Limited Company financial capacity to carry out operations and projects	The risk value decreased due to an increase in the cash ratio compared to the RKAP target and improved KRI related to the availability of project funds to carry out the Company's operations.
9	Market & Macroeconomic Risk	Decrease in aluminium commodity selling prices	The risk score decreased due to improved LME price conditions throughout 2025 and increased revenue compared to the RKAP target.
10	Information Technology & Cybersecurity Risk	Cyber attacks disrupting Company operations	The risk score decreased due to improved KRI related to the absence of personal or Company data leaks in 2025.
11	Social & Environment Risk	Environmental management targets not met	The risk score decreased due to improved KRI related to the difference between the potential score and the passing grade and the absence of negative environmental news coverage throughout 2025.
12	Market & Macroeconomic Risk	Reduced market share and competitiveness of INALUM due to new competitors in the domestic aluminium industry	The risk score decreased due to a 4% increase in market share compared to the RKAP target and improved KRI (Criteria for Competency Analysis) related to core product sales in 2025.
13	Market & Macroeconomic Risk	Increased prices of primary raw materials	The risk value decreased due to improving LME price conditions throughout 2025 and increased revenue above the established RKAP target.

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Top Risk Indicator Realization

Top Risk Parameter

Top Risk Indicator Top Risk Parameter

No	Risk Event	KRI	KRI Threshold Status			Actual Value	Risk Value
			Safe Limit	Cautionary Limit	Danger Limit		
1	Strategic Risk Subsidiary's profit contribution did not meet target.	Company Profit and Loss	≥ 97.5% RKAP	90% ≤ x < 97.5% RKAP	< 90% RKAP	154% RKAP	
2	Project Risk Delays in project completion and potential cost overruns	Completeness of Feasibility Documents	100% ≤ x < 90%	90% ≤ x < 70%	< 70%	100%	
3	Legal, Reputation & Compliance Risk Legal Cases/lawsuits from regulators and third parties	HPL Certificate Status No. 1	Certificate not cancelled	Certificate revocation decision executed	Asset loss	Certificate revocation decision not yet executed	
4	Operational Risk Disruption of primary equipment availability	Availability of Key Equipment	≥ 83.7%	58.3% ≤ x < 83.7%	< 58.3%	87.34%	
5	Operational Risk Shortage of primary raw materials	On-time Delivery	≥ 70%	30% ≤ x < 70%	x < 30%	82.10%	
6	Operational Risk Decreased production due to performance pot issues	YTD Aluminium Production	≥ 97.5% RKAP	90% ≤ x < 97.5% RKAP	< 90% RKAP	280,082 Ton (102% RKAP)	
7	Operational Risk Work accidents and incidents resulting from occupational diseases (KAPTK)	Employees Achieving SOR Targets	≥ 60%	40% ≤ x< 60%	< 40%	96.1%	
8	Financial Risk Limited financial capacity of the company to carry out operations and projects	Project Funding Availability	≥ 85% RKAP	55% ≤ x < 85% RKAP	< 55% RKAP	653% RKAP	
9	Market & Macroeconomic Risk Decrease in aluminium commodity selling prices	LME Price	≥ 102% RKAP	95% ≤ x < 102% RKAP	< 95% RKAP	$/T 2,875.45 (112.02% RKAP)	
10	Information Technology & Cybersecurity Risk Cyberattacks that disrupt Company operations	Attack Frequency	0	1-3	>3	0	
11	Social and Environment Risk Environmental management targets not met	PROPER Gap Analysis	-10 < x ≤ -20	-20 < x ≤ -40	>-40	+49	
12	Market & Macroeconomic Risk INALUM's market share and competitiveness have decreased due to the emergence of new competitors in the domestic aluminium industry.	Market Share	≥ 50%	40%≤x<50%	< 40%	46%	
13	Market & Macroeconomic Risk Increase in prices of primary raw materials	Increased Production Costs (COGS/ton vs. Budget)	x ≥ 110% RKAP	90% < x ≤ 110% RKAP	< 90% RKAP	99% RKAP	

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Realization of Risk Mitigation

No.	Type of Risk	Description	Mitigation Completed	Realization of Residual Risk Value		
				L	I	NR
1a	Strategic Risk	Subsidiary's profit contribution target not realized (PT BAI)	1. Preparation and land clearing of the hauling road 2. Accelerating the completion of operational and production permits 3. Negotiating bauxite prices and availability 4. Submitting funding to BAI 5. Coordinating with Pelindo to deepen the Kijing Port sea channel	3	1	3
1b	Strategic Risk	Subsidiary's profit contribution target not realized (PT IAA)	1. Updating the scrap study/map and the use of alternative raw materials 2. Optimizing sales strategy by exploring potential domestic and global buyers 3. Submitting SHL to INALUM (if necessary) 4. Business diversification	5	5	25
2	Project Risk	Delays in project completion and potential cost overruns on projects	1. Procuring legal consultants for contract document preparation and assistance with the Contract Discussion Agreement process 2. Conducting periodic coordination meetings to build strong communication with suppliers, logistics providers, and customs authorities to receive timely updates on potential delays 3. Utilizing INALUM's current Retainer Consultant to expedite procurement 4. Submitting Requests for Information (RFIs) directly to technology providers to obtain more accurate and relevant pricing information	3	4	12
3	Legal, Reputation & Compliance Risk	Legal claims/suits from regulators and third parties	1. Assisting in Disputes Cancellation of HPL Certificate No. 1 through an external legal consultant 2. Civil case assistance related to the validity of the SKT through an external legal consultant 3. Obtaining support from the Ministry of Agrarian Affairs and Spatial Planning/National Land Agency (ATR/BPN) and the Anti-Land Mafia Task Force 4. Fencing HPL No. 1 land at the former PLTU (power plant)	3	2	6
4	Operational Risk	Disruption of main equipment availability	1. Increasing the percentage of spare part purchases through OLA (On-the-Go) 2. Purchasing directly from manufacturers with the requirement of a COO and/or COM and a Mill Certificate in the terms of reference document 3. Implementing a predictive maintenance pilot project 4. Reviewing derivative manual procedures for maintaining production facilities and equipment 5. Fulfilling OLA by prioritizing the allocation of spare parts for major equipment 6. Accelerating the improvement of the IPRO as a strategic step to optimize the availability and timely procurement of major equipment	2	2	4
5	Operational Risk	Shortages of primary raw materials	1. Implementing a Long Term Contract (LTC). 2. Digitally monitoring the supply chain for primary raw materials. 3. Rapid material procurement program during emergencies with registered vendors 4. Implementing Material Requirement Planning (MRP) at the minimum and maximum levels to meet the needs of primary raw materials 5. Monitoring vessel conditions and ship repair (docking) schedules	2	3	6

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No.	Type of Risk	Description	Mitigation Completed	Realization of Residual Risk Value		
				L	I	NR
6	Operational Risk	Declining production due to performance pot issues	1. Intake of recycled materials 2. Increasing the BT pot within the range 3. Optimizing and improving the quality and availability of anodes and the application of two types of anodes 4. Ensuring the reconstruction pot is implemented according to schedule	2	1	2
7	Operational Risk	Occupational accidents and incidents due to occupational diseases (KAPTK)	1. Improving understanding of risks and potential hazards 2. Completing follow-up actions on safety observations, medically high-risk monitoring, and ICMESH audits 3. Improving OHS culture	2	2	4
8	Financial Risk	Limited Company financial capacity to carry out operations and projects	1. Funding through INALUM and/or subsidiaries 2. Seeking alternative funding sources	3	1	3
9	Market & Macroeconomic Risk	Decreasing aluminium commodity selling prices	1. Implementing INALUM Pricing 2. Implementing product mix strategy 3. Monitoring cost control	2	1	2
10	Information Technology & Cybersecurity Risk	Cyber attacks disrupting Company operations	1. Using the latest cyber protection system 2. Developing user knowledge regarding cyber risks 3. Conducting database backups	2	2	4
11	Social & Environment Risk	Failure to achieve environmental management targets	1. Focus group discussions/workshops to determine materiality and ESG programs 2. Reviewing ESG performance data indicators 3. Reviewing Greenhouse Gas (GHG) Emission Reduction Program 4. Reviewing Waste Management	2	2	4
12	Market & Macroeconomic Risk	Reduced market share and competitiveness of INALUM due to the presence of new competitors in the domestic aluminium industry	1. Providing competitive prices for aluminium products by implementing price flexibility with premium discounts for domestic buyers 2. Entering into strategic long-term contracts (LTC) with global players to promote INALUM products in the global market 3. Developing new products at INALUM	3	2	6
13	Market & Macroeconomic Risk	Increasing prices of primary raw materials	1. Entering into Long-Term Contracts (LTC) for Raw Materials 2. Developing cost optimization initiative programs, with the reports monitored in monthly executive management meetings 3. Reviewing primary raw material contracts (if necessary)	2	2	4

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Loss Event Database

Throughout 2025, as an integral part of implementing risk management, INALUM also monitored adverse events for the Company, including follow-up actions to prevent them from becoming further issues that could threaten business continuity. Several significant events occurred in 2025, summarized as follows:

No.	Loss Event Description	Loss Amount (Rp)	Date of Event	Description
1	The employee who was hitting the rod (standing on the hood) fell and held his body against the pot's ear.	720,586	January 22, 2025	TTA
2	A pickup truck turning right to refuel hit a forklift that had just entered the ACS Road smelter.	16,758,000	February 18, 2025	TTA
3	The BH-05 driver's arm was fractured when the STC-2 anode barrel hit the BH-05, which was lifting up.	3,486,752	February 22, 2025	TTA
4	Metal spilled from MF-708 due to abnormal equipment.	670,000	April 14, 2025	KTA
5	While clearing grass, material was thrown and hit the windshield of the operational vehicle.	300,000	April 28, 2025	TTA

No.	Loss Event Description	Loss Amount (Rp)	Date of Event	Description
6	An employee's right elbow was burned by a splash of liquid while adding Na to the R-264 (Tap) pot.	744,159	June 16, 2025	KTA
7	Heel burned due to an explosion of molten bash and molten metal at SRO station 2, R249.	405,201,101	October 26, 2025	TTA
TOTAL		**427,880,598**		

Composite Risk Ranking

INALUM conducts composite risk calculations as a quality assessment of the risk management application based on technical instructions No. SK-7/DKU.MBU/10/2023 concerning Technical Instructions for Reporting Risk Management of SOEs dated October 26, 2023, through the Deputy for Finance and Risk Management of the Ministry of SOEs Letter No. UND-39/DKU.MBU/11/2023 dated November 13, 2023 concerning Submission of Copies and Invitations for Socialization of Technical Instructions for the Preparation of KPIs in SOEs, Technical Instructions for the Risk Management Process and Aggregation in the SOE Portfolio Risk Taxonomy, and Technical Instructions for Reporting Risk Management in SOEs.

The composite risk rating assessment consists of a quality assessment of the risk management implementation and the achievement assessment of the performance indicators. The risk management quality can be seen in the achievement of risk exposure aspects, achievement on residual risk targets, achievement of risk treatment output, realization of risk treatment budget, and risk assessment accuracy. While the performance indicators achievement is calculated based on the achievement of the Company's performance indicators.

The following shows the results of INALUM Risk Composite rating for the 2025 period:

1. Risk Management Application Quality Assessment
   The Risk Management Department conducted a self-assessment of the quality of Risk Management in 2025. The Risk Management Department achieved a score of 90.00, with a rating of "SATISFACTORY". The details are as follows:

Risk Management Application Quality Assessment

No		Indicator	Condition	Scale	Assessment Results	Weight	Score
1		Achievement of risk exposure value in accordance with the residual risk target	The risk exposure value is lower than the residual risk target	3	90	30.00%	27
2		Achievement of the output for risk treatment activities in accordance with the target	Realized 90-100%	5	100	20.00%	20
3		Achievement of the budget for risk treatment activities in accordance with the budget	Actual risk treatment costs are equal to or lower than the budget	2	80	20.00%	16
4	a	Accuracy of risk identification	No new risks affecting performance decline in the current quarter	2	90	7.50%	6.75
	b	Accuracy of risk quantification	The calculated impact and probability values have a negative deviation of no more than 5% from the impact and probability values targeted in the current quarter	2	90	7.50%	6.75
	c	Accuracy of risk treatment plans	The risk treatment plan can reduce the residual risk exposure value in accordance with the residual risk target in the current quarter	2	90	7.50%	6.75
	d	Accuracy of risk prioritization	All risks from the corporate structure under the SOE have no new risks affecting performance decline	2	90	7.50%	6.75
TOTAL							**90**

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2. Performance Assessment of Achievement Indicators
   The Risk Management Department also conducted a self-assessment for the company's performance achievement in 2025. The company achieved a performance achievement score of 80.00, qualifying for "FAIR" performance. The details are as follows:

Performance Assessment of Achievement Indicators

No		Indicator	Condition	Scale	Assessment Results	Weight	Score
1		Collegial KPI Achievement	<95	1	50	30.0%	15
2	a	Financial Performance Achievement: Revenue	100% or more of target	1	50	7.5%	4
	b	Financial Performance Achievement: Total Cost	<95% of budget	3	90	7.5%	7
	c	Financial Performance Achievement: Net Profit	100% or more of target	3	90	7.5%	7
	d	Financial Performance Achievement: Debt to EBITDA	Better than target	3	100	7.5%	7
3		Main Operational/Production Performance Achievement	100% or more above target	4	100	40.0%	40
TOTAL							**80**

Based on the quality of risk management assessment and the performance indicators assessment, INALUM's composite risk rating assessment was as follows:

Based on the achievement rating of "SATISFACTORY" for the risk management quality aspect, and the achievement rating of "ADEQUATE" for the Company's performance aspect, and based on the Composite Risk Rating Matrix contained in the Deputy for Finance and Risk Management of the Ministry of SOEs Decree No. SK-7/DKU.MBU/10/2023 concerning Technical Guidelines for Reporting Risk Management for v, PT Indonesia Asahan Aluminium's Composite Risk Rating was 2 (Two), indicating that risks are well-controlled and the likelihood of not achieving performance targets is low. The details are as follows:

Composite Risk Rating Assessment of INALUM

No.	Aspects in Risk Composite Rating Assessment	Assessment Results
1	Quality of Risk Management Implementation	**SATISFACTORY**
2	Company Performance Assessment	**ADEQUATE**
Risk Composite Rating Assessment Results		**2**
Description		**The risks are well controlled and the possibility of not achieving performance targets is relatively low.**

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FUTURE RISK MANAGEMENT SYSTEM IMPLEMENTATION OR DEVELOPMENT PLAN

As part of the Company's commitment to sustainable Risk Management, and in line with the principles of ISO 31000:2018 and PER-2/MBU/03/2023 concerning Guidelines for Governance and Significant Corporate Activities of SOEs, the Company has developed the following Risk Management programs:

1. Improving Risk Management Integration (RKAP, Projects, Audits, Decision Making, Risk-Based KPIs, Combine Assurance).
2. Improving risk competency and culture through training and certification.
3. Implementing Risk Awarding to improve the internalization of a risk-aware culture.
4. Implementing ERM Maturity Assessment by external parties to see the current level of risk management maturity and potential future improvements.
5. Implementing a Risk Culture Survey for all INALUM personnel.
6. Improving competency and understanding of risk management through the Risk Talks program: Management, expert/professional and TMRD Sharing.
7. Accessing risk management in real time through the SIMRI application.
8. Improving the quality of risk assessment is not only based on historical data, but can also be supported by projection data through analysis/study and evaluation.

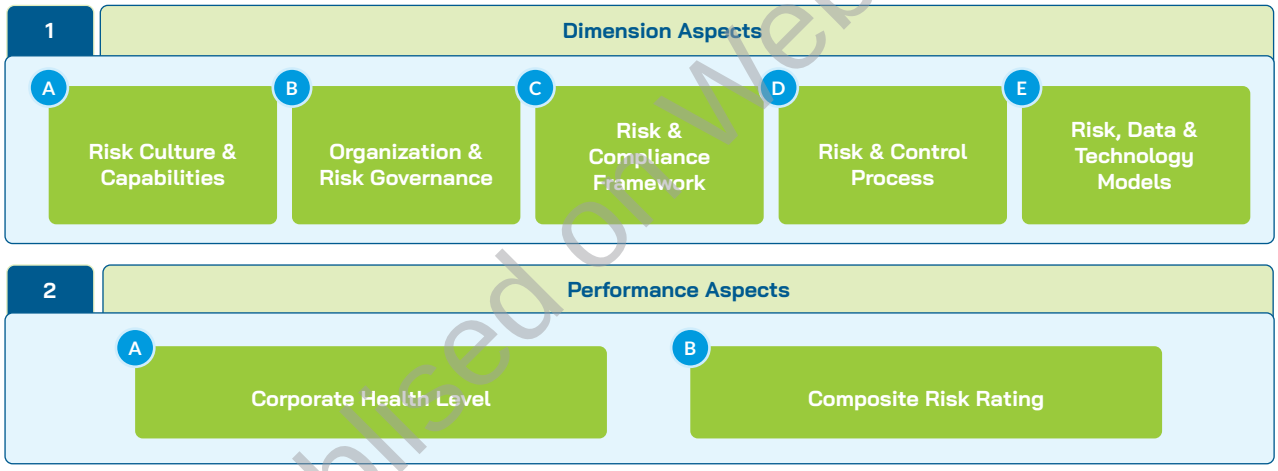
9. Improving the internalization of risk management by setting the KPI for risk management implementation as one of the Company's KPIs.
10. Developing guidelines and procedures related to integrated project risk management.
11. Developing Internal Control Testing and Stress Testing Policies.

EVALUATION OF RISK MANAGEMENT EFFECTIVENESS

In accordance with PER-2/MBU/03/2023 KBUMN Article 74: "BUMN are required to assess the risk maturity index based on the dimensions and performance aspects by referring to the technical instructions SK-8/DKU.MBU/12/2023". The Company regularly evaluates the effectiveness of the risk management system through the measurement of the Risk Maturity Index (RMI). This evaluation is carried out by an independent party and the Internal Audit Department, to ensure the objectivity and accuracy of the measurement results.

Risk maturity level assessment is carried out based on:
1. Five dimensions, including governance, processes, infrastructure, risk culture, and integration with strategic planning; and
2. Two performance aspects, which reflects the effectiveness of risk management in supporting the achievement of Company goals and real risk management.

By using this approach, INALUM is committed to continuously improving the maturity of its risk management, to support the business resilience and the achievement of the Company's long-term goals sustainably.



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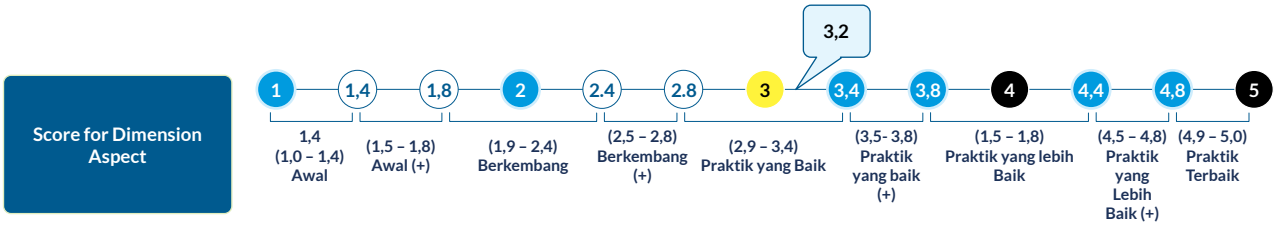
To ensure the Company's resilience in facing dynamic strategic and operational risks, INALUM has implemented a structured, measurable, and sustainable Risk Management system that includes five main components that are periodically evaluated to maintain their effectiveness, as follows:
1. Risk Culture and Capabilities
   The extent to which a risk-aware culture been embedded within the organization, with training and programs to improve risk management capabilities.
2. Risk Organization and Governance
   The risk governance structure, including roles and responsibilities in risk management.
3. Risk and Compliance Framework
   Assesses whether the Company has risk management policies, procedures, and guidelines that comply with applicable regulations and standards.
4. Risk Process and Control
   Evaluates how the risk identification, assessment, mitigation, and monitoring processes are systematically implemented.
5. Risk, Data, and Technology Models
   How well the Company leverages technology, data analytics, and quantification models in risk management.

INALUM's risk management implementation effectiveness has been evaluated by independent parties and Internal Audit using the Risk Maturity Index (RMI) measurement in accordance with technical guidelines SK-8/DKU.MBU/12/2023. Based on the assessment results for the 2024 fiscal year, INALUM received a score of 3.2 on a scale of 5.0, in "Good Practice Phase." category.

This result reflects the Company's commitment to building a strong risk governance foundation and fostering a culture of risk awareness across all operational lines.



EVALUATION RESULTS

1. Based on the Risk Maturity Index (RMI) evaluation results, INALUM obtained a score of 3.2 on a scale of 5.0, indicating that the risk management system has been consistently implemented across the organization aspects.
   - Currently, INALUM is at the "Good Practice" stage, indicating that the risk management foundation has been firmly established and is beginning to provide real added value to the Company's operational sustainability.
   - Consistent implementation across units also demonstrates that risk management is no longer administrative but has become part of the strategic decision-making process.
2. To achieve the "Best Practices" stage, INALUM has identified three key areas of strengthening as the focus for future risk management system improvements:
   - Integration with Business Strategy: Strengthening the integration between business strategy and risk management ensures that every strategic decision the Company makes is aligned with long-term goals and stakeholder values.
   - Strengthening Systems and Processes: The Company continues to refine its risk identification, measurement, mitigation, and monitoring methodology to ensure effective control of key risks that could impact business continuity.
   - Developing a Risk Awareness Culture: Continuous education, socialization, and training at all levels of the organization are conducted to build and strengthen a risk-aware culture and improve compliance with the Company's risk management policies.

STEPS FOR FUTURE IMPROVEMENT

To achieve the "Better Practices" level (Score ≥3.5), the Company will insigate the following steps:

- Improving Digital Capabilities in Risk Management: Using technology-based systems to improve the effectiveness of risk monitoring and reporting.
- Improving Policies and Procedures: Evaluating and refining policies to be more adaptive to business and regulatory dynamics.
- Improving Evaluation and Supervision: Strengthening the risk supervision function with greater senior management involvement in risk-based decision-making.

Achieving a score of 3.2 reflects the company's strong foundation in applying risk management. Moving forward, the Company will continue to improve and innovate to ensure that risk management serves not only as a mitigation tool but also as an enabler for achieving sustainable growth.

STATEMENT OF THE BOARD OF DIRECTORS AND/OR BOARD OF COMMISSIONERS OR RISK MONITORING COMMITTEE ON THE ADEQUACY OF PT INALUM'S RISK MANAGEMENT SYSTEM

As a manufacturing company operating in the aluminium industry sector, INALUM understands that effective Risk Management is key to maintaining operational sustainability, production efficiency, and the Company's competitiveness in the global market.

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In line with the commitment to GCG and the application of Risk Management in the manufacturing industry, the Board of Directors and/or Board of Commissioners or INALUM's Risk Monitoring Committee ensures that the Risk Management system has been implemented in a comprehensive, structured, and sustainable manner throughout the Company's business processes.

Over the current year, INALUM has implemented strategic steps to improve the effectiveness of Risk Management, including:

1. Identifying and Monitoring Operational Risks
   - Conducting periodic mapping and evaluation of production risks, including key machine disruptions, energy efficiency, and raw material supply.
   - Anticipating risks related to occupational health and safety (OHS) to ensure compliance with manufacturing industry standards.
   - Ensuring the continuity of electricity supply and key raw materials to support optimal factory operations.
2. Strengthening the Risk Mitigation and Control System
   - Implementing predictive maintenance to reduce potential downtime of production equipment.
   - Optimizing operational efficiency through the application of modern technology and digitalization of the manufacturing process.
   - Strengthening environmental control systems to ensure regulatory compliance while strengthening governance and business sustainability, while reducing the environmental impact of production activities.
3. Financial and Market Risk Management
   - Monitoring the risk of aluminium price fluctuations in the global market and mitigating the impact on the Company's profitability.
   - Managing liquidity risk and hedging strategies to deal with volatility in currency exchange rates and raw material costs.
   - Evaluating supply chain-related risks to ensure availability of raw materials and stability of logistics supply.
4. Continuous Evaluation and Strengthening of Risk Awareness Culture
   - Strengthening the role of the Risk Management unit in providing strategic recommendations to top management.
   - Increasing awareness and compliance of all levels of employees through periodic risk socialization and training.
   - Building a transparent and responsive risk reporting system to accelerate the data-based decision-making process.

Based on the evaluation conducted, the Board of Directors and/ or Board of Commissioners or the Risk Monitoring Committee is of the opinion that the Risk Management in INALUM is running adequately and in accordance with applicable standards. However, the Company continues to commit to making continuous improvements to adapt to industry dynamics and future business challenges.

For strengthening risk governance, the Company also ensures that all Risk Management policies and procedures are in line with applicable regulations and in line with the Company's strategic objectives.

Through good Risk Management, INALUM can maintain business sustainability, increase competitiveness, and provide added value to all stakeholders.

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Important Issues

In 2025 the Company faced important issues, which are explained as follows:

No.	Subject Matter/Lawsuit	Status of Settlement of Case/Lawsuit	Impact on the Company
1	Legal disputes related to the Company's assets and land ownership	The case is still being resolved in accordance with applicable legal mechanisms, and the Company continues to pursue legal remedies to protect its rights and interests.	Potential impact on the Company's interests.
2	Legal cases related to business relationships and payment obligations with business partners	The resolution process is ongoing through legal mechanisms and coordination with relevant parties.	Potential impact on the Company's interests.
3	Civil lawsuits filed by the Company to protect business interests	The case is still at the trial stage and will be handled further in accordance with applicable legal provisions.	Potential impact on the Company's interests.
4	Legal reports related to alleged violations related to Company documents and assets	The handling and investigation process by law enforcement officials is ongoing.	Potential impact on the Company's interests.
5	Legal reports related to business transactions with third parties	The case is still being handled by the authorities in accordance with applicable regulations.	Potential impact on the Company's interests.

CURRENT LEGAL ISSUES FACED BY THE BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS

There were no current legal issues faced by the incumbent members of the Board of Commissioners and Board of Directors throughout 2025.

CURRENT LEGAL ISSUES FACED BY SUBSIDIARIES

As of December 31, 2025, there were no legal cases faced by the Subsidiaries that had a material impact.

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Administrative Sanctions

Until the end of 2025, INALUM did not receive any material administrative sanctions that affected business continuity or administrative sanctions imposed on the Company and on members of the Board of Directors or members of the Board of Commissioners of the Company, and Subsidiaries (PT Sinergi Mitra Lestari Indonesia, PT Indonesia Aluminium Alloy, PT Industri Baterai Indonesia, and PT Borneo Alumina Indonesia).

Access to Company Information and Data

INALUM places great emphasis on upholding the principles of good governance, including transparency of product and/or service information, as well as other relevant material information, to be communicated to stakeholders. The Company has the following channels for information disclosure:

1. General Meeting of Shareholders
   The General Meeting of Shareholders serves as a means of communication between INALUM and shareholders to convey information regarding the Company and allow shareholders to participate in decision-making requiring shareholder approval. In 2025, the Company held one GMS, the Annual GMS for the 2024 Fiscal Year on June 12, 2025, and adopted three Shareholder Resolutions/Circular Resolutions, including:
   a. Approval of the 2025 Work Plan and Budget of PT Indonesia Asahan Aluminium, submitted through the PT Mineral Industri Indonesia (Persero)Director of Portfolio and Business Development Letter No. 015/E.DIRPPU/I/2025 dated January 30, 2025.
   b. Decree of the Minister of SOEs and the President Director of PT Mineral Industri Indonesia (Persero) as Shareholders of PT Indonesia Asahan Aluminium, No. SK-145/MBU/06/2025, Number: SK-011/DIR/2025, dated June 10, 2025, concerning the Dismissal, Transfer of Duties, and Appointment of Members to the PT Indonesia Asahan Aluminium Board of Directors, Minister of SOEs and the President Director of PT Mineral Industri Indonesia (Persero), as Shareholders of PT Indonesia Asahan Aluminium.
   c. Decree of the Minister of SOEs and the President Director of PT Mineral Industri Indonesia as Shareholders of PT Indonesia Asahan Aluminium No. SK-146/MBU/06/2025 No. SK-012/DIR/2025 dated June 10, 2025 concerning the Dismissal, Transfer of Duties, and Appointment of Members to the PT Indonesia Asahan Aluminium Board of Commissioners Minister of SOEs and the President Director of PT Mineral Industri Indonesia as Shareholders of PT Indonesia Asahan Aluminium.
2. Meeting with Investors and Analysts
   This meeting is a means of exchanging information regarding industrial and Company developments to investors/analysts, especially regarding the Company's business and financial performance. This meeting can be held individually or in groups, either face-to-face, by telephone or conference call.
3. Financial Reports
   Financial reports published by the Company consisting of annual, semi-annual, first quarter, and nine-month financial reports. The financial reports are published through the Company's website and the Indonesian Stock Exchange (IDX) website. For annual and semi-annual financial reports, the Company also publishes the financial reports through national daily newspapers in accordance with applicable regulations.
4. Annual Report
   The annual report is prepared as a form of accountability of the Board of Directors and the Board of Commissioners in managing and supervising issuers or public companies within a period of 1 (one) fiscal year of the GMS. The annual report is submitted to shareholders, regulators, mass organizations, mass media, and the public. The annual report is published through the Company's website and the Indonesian Stock Exchange (IDX) website.
5. Website
   INALUM has a website, www.Inalum.id, which contains the latest information about the Company, including everything related to the Company, both in terms of management, Company profile, corporate governance, and products produced. With the availability of the Company's website as a means of information transparency about the Company, it is hoped that it will increase the trust of the wider community and of course Shareholders.
6. Email
   The Company provides access for shareholders, investors and the public to communicate through the Company's official email, corsec@Inalum.id.
7. Social Media The Company provides information and communication facilities to external parties through the Company's social media, including:

Facebook	: PT Indonesia Asahan Aluminium
Instagram	: @Inalum
X	: @INALUM_Official
YouTube	: INALUMOfficial

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Code of Ethics

INALUM is committed to continuously adhering to developments in good corporate governance practices, one of which is demonstrated by establishing high standards in the Company's Code of Conduct as a guideline for behavior that must be followed by all INALUM employees. This Code of Conduct serves as the foundation for building and maintaining professional, honest, ethical, and integrity-based relationships with all stakeholders, both internal and external.

To ensure the Code of Conduct remains relevant and effective, the Company carries out monitoring by:

1. Striving to make the Code of Conduct a culture and value of the Company, where all business activities are based on ethical values that must be reflected in the attitudes and behavior of all INALUM Personnel, both outside & inside the Company;
2. Imposing strict sanctions for violations of the Code of Conduct;
3. Following the Anti-Bribery Management System (ABMS) ISO 37001:2015, where the Company maintains its commitment to best business practices that emphasize ethical values, and upholds its mandate in accordance with the respective positions, functions and roles in all business operations. This is also realized through the Governance policy, one aspect of which is reflected in the ISO 37001:2025 Anti-Bribery Management System;
4. Adhering to an independent Whistleblowing System (WBS).

CODE OF CONDUCT PRINCIPLES

When carrying out its activities, the Company's business behavior includes relationships with:

1. Employees;
2. Customers;
3. Suppliers;
4. Creditors;
5. Partners;
6. Competitors;
7. Regulators;
8. Society;
9. Communities and Professional Organizations;
10. Media;
11. MIND ID and MIND ID Group Members;
12. Subsidiaries and Joint Ventures.

The work behavior implemented by the Company includes:

1. Compliance with the law
2. Ethical Behavior towards fellow Company Personnel;
3. Conflicts of Interest;
4. Giving and Receiving (Gratification);
5. Recognition and Respect for Human Rights;
6. Intellectual Property Rights;
7. Fair Employment Opportunity;
8. Confidentiality of Data and Information;
9. Supervision and Use of Company Assets;
10. Financial Reports;
11. Unreasonable Payments;
12. Occupational Safety and Health and the Environment;
13. Use of Social Media;
14. Political Activities.

CORRELATION BETWEEN THE CODE OF ETHICS AND CORPORATE CULTURE OR CORPORATE VALUES

For achieving the Company's vision and mission, all INALUM business activities are based on ethical values that do not only prioritize economic goals. In this respect, the Company's Code of Conduct is a very important factor in carrying out the Company's stable and sustainable business activities. Where the application of these guidelines is reflected in the attitudes and behavior of all INALUM Personnel outside or inside the Company.

DISCLOSURE THAT THE CODE OF ETHICS APPLIES TO ALL LEVELS OF THE ORGANIZATION, SOCIALIZATION AND DISSEMINATION OF THE CODE OF ETHICS

INALUM's Code of Conduct is a guideline that includes the Company's business relations with stakeholders, the Company's internal working relations, the application of GCG principles, and internalization at all levels of the organization.

The Code of Conduct is a policy and behavioral standard that must be adhered to by all INALUM Personnel including the Board of Commissioners, Board of Directors and Employees and all other INALUM Personnel.

SANCTIONS FOR EACH TYPE OF VIOLATION AS REGULATED IN THE CODE OF ETHICS (NORMATIVE)

If there are INALUM Personnel who are proven to have violated the Code of Conduct, the Company will impose sanctions in accordance with applicable rules and regulations. The following shows the level of penalties and sanctions applicable in the Company:

1. Warning Letter;
2. Ordinary Warning Letter;
3. Final Warning Letter.

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NUMBER OF CODE OF ETHICS VIOLATIONS AND SANCTIONS IMPOSED IN THE LAST FISCAL YEAR

All violations by INALUM Personnel that are proven to be a violation will be forwarded and followed up by the Human Capital team who will impose sanctions according to the type/ level of violation. Details of the sanctions imposed for Code of Conduct enforcement throughout 2025 were as follows:

Category of Violation	Type of Sanction	Number of Violations in 2025
Light	Reprimand Letter	1
Current	Ordinary Warning Letter	1
Heavy	Final Warning Letter	8

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State Officials' Wealth Report (LHKPN)

INALUM is committed to preventing corrupt practices, which are manifested through the submission of State Officials' Wealth Reports (LHKPN). LHKPN is a Government program to create a clean Government. Therefore, the Company complies with existing regulations by regulating the management of LHKPN within INALUM.

LEGAL BASIS FOR SUBMITTING LHKPN

To ensure compliance with the LHKPN reporting requirements, INALUM has established a policy for LHKPN reporting, which refers to President Director Regulation No, PER-004/DIRUT/2024 concerning the Obligation to Submit State Officials' Wealth Reports within INALUM. This policy regulates which Company employees are required to report their assets, the submission procedures, the work units that manage and administer the LHKPN, and the sanctions that can be imposed on employees who fail to comply with their reporting obligations.

OFFICIALS REQUIRED TO SUBMIT LHKPN

Based on the Company's LHKPN Policy, the following officials are required to submit LHKPN:

1. Commissioners;
2. Directors or Officials at the level of Head of Directorate;
3. Directors and Commissioners of Subsidiaries affiliated and consolidated with the Company; Mandatory Reporting Status does not apply if the Directors and Commissioners of the related Subsidiary come from another Company/Agency that requires LHKPN reporting and is registered as Mandatory Reporters of LHKPN at the Company/Agency of origin;
4. Officials 1 (one) level below the Directors at the level of Group Head/Division Head/Department Head or equivalent.

LHKPN MANAGEMENT UNIT

INALUM's LHKPN Management Unit structure consists of:

1. Department/Section in charge of HC;
2. Department/Section in charge of Compliance.

PROVISIONS FOR SUBMITTING LHKPN

Based on President Director Regulation No. PER- 004/DIRUT/2024, concerning the Obligation to Submit State Officials' Wealth Reports within PT Indonesia Asahan Aluminium, Parties who are required to report LHKPN must submit reports at the time of:

1. Appointment as a Company Official when first serving;
2. End of term of office or retirement as a Company Official;
3. Reappointment as a Company Official after the end of term of office or retirement; or
4. Still serving.

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TRANSPARENCY OF THE NUMBER OF MANDATORY LHKPN REPORTERS

As a form of the Company's information transparency, INALUM's LHKPN for the 2024 Reporting Year, submitted in 2025, is shown in the table below:

Officials	Total Required to Report	Have Reported	
		Total	%
Commissioners	5	5	100%
Directors	4	4	100%
Officials 1 (one) Level below the Board of Directors	37	37	100%
Officials 2 (one) Level below the Board of Directors	55	55	100%
Management of Subsidiaries	7	7	100%

Anti-Corruption and Gratification Policy

PROGRAMS AND PROCEDURES IMPLEMENTED TO ADDRESS CORRUPTION, KICKBACKS, FRAUD, BRIBERY, AND/OR GRATIFICATION

INALUM is fully committed to implementing practices to prevent all forms of irregularities and criminal acts of corruption. INALUM has developed and instigated a series of anti-corruption policies that must be adhered to by all Company employees without exception. These policies are regulated by the Gratification Control Policy, as stated in Board of Directors Decree No. SK-012/DIR/2019 and Board of Directors Regulation No. PER-011/DIR/2025 concerning the Anti-Bribery Management System Guidelines ("SMAP"), which are based on the following laws and regulations:

1. Law No. 20 of 2001 concerning Amendments to Law No. 31 of 1999 concerning the Eradication of Criminal Acts of Corruption.
2. Corruption Eradication Commission ("KPK") Regulation No. 2 of 2019 concerning Gratification Reporting.

The main objective of these policies is to prevent material losses in the form of commercial profits and immaterial losses in the form of reputation that can disrupt the Company's sustainability. In addition, the development of this anti-corruption policy is also in line with efforts to increase compliance with laws and regulations and support Government programs to prevent corruption in Indonesia.

INALUM is also committed not to accept and ask for gratuities. In this regard, the Company has issued a Statement of Commitment to Implement Gratification Control that contains the basic principles in INALUM, namely the statement that the Company will always implement and carry out the function of gratification control, prepare a budget for gratification control, provide HC to implement gratification control, and cooperate with KPK to keep the reporter's data confidential.

GRATIFICATION CLASSIFICATION

Basically, gratification is a gift of money, goods, rebates (discounts), commissions, interest-free loans, travel tickets, lodging facilities, tourist trips, free medical treatment, and other facilities. The forms of Gratification include receipts received both domestically and oversea, and can be made via electronic means or without using electronic means. In detail, the Company groups gratification into 3 (three) categories, where this classification determines the handling/management of the gratification, and includes:

1. Gratification that is considered a bribe;
2. Gratification that is not considered related to official duties;
3. Gratification that is not considered a bribe, and is not related to official duties.

GRATIFICATION UTILIZATION AND MANAGEMENT

INALUM has instigated policies on the use utilization, management and control of gratification. The management of gratification in the Company is carried out by the Gratification Control Unit (UPG) as part of the GCG function.

INALUM UPG has the following duties:

1. Preparing provisions and work tools related to Gratification control, starting from receiving gratification reports to sending a KPK Decree to the recipient regarding the ownership status of the gratification object;
2. Receiving and following up on gratification reports in accordance with applicable regulations;
3. Receiving gratification objects to store or deliver after deciding if it belongs to the Company or KPK;
4. Making the best use of gratification objects belonging to the Company for the interests of the Company;
5. Socializing, monitoring and evaluating the Company's policies related to gratification;
6. Following up on reports of alleged gratification practices through the Whistleblowing System reports;
7. Keeping all documents related to the gratification handling process;
8. Coordinating and evaluating with KPK the implementation of the Company's gratification control;
9. Reporting all results of gratification handling to the President Director every 6 (six) months.

REPORTING AND SANCTIONS

All INALUM personnel or other parties who are not directly involved but are aware of gratification violations involving INALUM management and employees can report the receipt of gratification through the reporting media provided by the Company as follows:

1. Reporting the receipt or rejection of gratification can be submitted to INALUM UPG via the reporting form or the Internal GCG System. Employees are required to submit their gratification reports to INALUM UPG no later than 7 (seven) working days after the gratification occurs. External stakeholders can report gratification events related to INALUM employees via the Whistleblowing System channel.

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2. Violations of the Company's gratification control policy are subject to sanctions in accordance with applicable provisions, and failure to submit gratification reports is taken into consideration and the evaluation of the level of employee compliance.

ANTI-CORRUPTION AND GRATIFICATION TRAINING FOR EMPLOYEES

The Company is committed to implementing an Anti-Corruption and Gratification Control culture by holding regular training. During 2024, INALUM held training related to the socialization of Anti-Corruption and Gratification Control in the Company, which included:

Date	Training Ativity
January 5, 2025	MIND ID ACADEMY: Anti-Bribery and Anti-Corruption Training Module
June 30, 2025	Presentation of Good Corporate Governance (GCG) Implementation
August 19, 2025	Socialization of Good Corporate Governance in the Company
December 12, 2025	Appeal to Prohibit Gratification
December 23, 2025	*Governance & Ethics Talk*

ANTI-CORRUPTION AND GRATIFICATION SOCIALIZATION

As part of its commitment to upholding business ethics, INALUM conducts Anti-Corruption and Gratification Training for all employees. These programs are designed to raise collective awareness and understanding of the importance of clean business practices, while also providing in-depth insight into the legal and reputational impacts of corruption. By 2025, INALUM conducted socialization to all employees, vendors, customers (buyers), and partner banks.

The Company routinely carries out programs for internalization of GCG principles that include material on gratification control, anti-bribery and anti-corruption. This is routinely carried out to strengthen the understanding and commitment of all employees to the values of integrity by using social media, internal websites and direct meetings.

In 2025, The Company held a series of socialization for external stakeholders, covering the following topics:
1. The process of implementing governance at INALUM;
2. Application of GCG Principles, including supporting soft structures;
3. Enforcement of the Code of Conduct (CoC);
4. Application of ISO 37001:2016 Anti-Bribery Management System (SMAP);
5. Gratification Management and Control;
6. Reporting Violations (Whistleblowing System).

REPORTING GRATIFICATION RECEIPT MECHANISM

Based on Board of Directors Decree No. SK-012/DIR/2019 concerning Gratification Control, all employees are required to report gratification, whether received or rejected, to the INALUM UPG no later than 7 (seven) working days from the date of receipt or rejection.

Employees can report gratification through a reporting form or through the internal GCG system. Then UPG INALUM will determine which reports to be forwarded to the Corruption Eradication Commission (KPK). UPG INALUM will submit all gratification reports received to the President Director on a regular basis every six months.

GRATIFICATION RECEIPT REPORT IN 2025

Throughout 2025, UPG INALUM received no reports of gratification from any Company personnel.

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Anti-Fraud Policy

ANTI-FRAUD POLICY INSTIGATED IN THE COMPANY

INALUM continues to maintain its commitment to implementing best business practices that emphasize ethical values, and uphold the mandate in accordance with the respective positions, functions, and roles in its business operations. The Company's efforts are realized through the Good Corporate Governance Implementation Policy.

1. INALUM's commitment to implementing SNI ISO 37001:2016 Anti-Bribery Management System ("SMAP") based on the 4 No's principle, namely:
   a. No Bribery (avoiding/rejecting all forms of bribery and extortion).
   b. No Kickback (avoiding/refusing to ask for commissions, tokens of gratitude in the form of money and in other forms.
   c. No Gift (avoiding/refusing to accept/give gifts or gratification that are contrary to applicable rules and regulations).
   d. No Luxurious Hospitality (avoiding/refusing excessive welcomes and hospitality).

   Implementation of SNI ISO 37001:2016 SMAP based on the Three Lines Model.
   a. Line-1 (Risk Owner) as the risk owner unit conducts comprehensive risk assessments, risk analysis and risk evaluation related to bribery or fraud or gratification on a regular basis.
   b. Line-2 is the Risk Management and Compliance Department that measures, monitors and treats risks in aggregate, and develops the Company's risk management methodology.
   c. Line-3 is the Internal Audit or independent function that ensures governance and control of bribery or fraud or gratification risks are implemented effectively by the Company.

   Implementation of the Company's SNI ISO 37001:2016 Anti-Bribery Management System (SMAP) is carried out by the Anti-Bribery Compliance Function ("FKAP") that consists of cross-Departments. FKAP plans, implements, monitors and evaluates the SMAP work plan.

   INALUM obtained SNI ISO 37001:2016 certification in August 2020 and in 2024 a surveillance-1 audit was carried out by an external auditor.

2. In 2025, INALUM also implemented the Anti-Bribery Management System (SMAP) with the KPK Corruption Prevention Guidelines ("Pancek") standards, with assistance from Task Force (Satgas) 4 for KPK Business Entities. The concept of the prevention system includes:
   a. Commitment, in the form of an anti-corruption declaration, written policies and a code of ethics.
   b. Planning, namely understanding the laws and regulations governing corporate criminalization, identifying areas of corruption risk that impact corporations and then instigating regulations that regulate matters needed to prevent corruption
   c. Implementation, namely the implementation of corruption prevention activities.
   d. Evaluation, namely a monitoring mechanism to assess the effectiveness and success of corruption prevention.
   e. Improvement, namely a mechanism for imposing sanctions for violations of Company regulations, codes of ethics, and others and giving financial and non-financial awards for corruption prevention efforts.
   f. Response, namely actions that can be taken by corporations to face the challenges of losing business opportunities in running an anti-bribery business including collective anti-corruption actions and reports of indications of criminal acts of corruption.

3. As well as implementing the Anti-Bribery Management System (SMAP), INALUM as part of the MIND ID Group has implemented the integrated whistleblowing system ("WBS") reporting system from the MIND ID Group (tone at the top), which is expected to be a more effective, reliable and independent reporting system, with anonymous, independent and objective reporting options, so that the identity and confidentiality can be maintained properly and will provide a means for all Stakeholders (internal and external) to report any fraudulent acts or violations that occur in the Company as stipulated in the President Director Regulation No. PER-001/DIRUT/2024 with the INALUM WBS Management Team composition as follows:
   a. Head of the Corporate Legal Division
   b. Head of the Human Capital Strategy Division
   c. Corporate Risk Management and Compliance Division
   d. Head of the Internal Audit Division
   e. Supervisor of the Consultancy and Quality Assurance Department

   The Whistleblowing System (WBS) objectives are as follows:
   a. As a Company commitment to improving the Company's reputation among Stakeholders.
   b. As a reference for handling violation reports so that every report sent is kept confidential and the reported violations can be accounted for and followed up.

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c. As one of the efforts to uncover violations of the provisions applicable in the Company.

4. The Gratification Control Unit (UPG) was established based on the Board of Directors Decree Number SK-012/DIR/2019 concerning Gratification Control as a detection system and initial preventive step for the Company in the context of controlling an environment with integrity.

IMPLEMENTATION AND CERTIFICATION OF SNI ISO 37001:2016 ANTI-BRIBERY MANAGEMENT SYSTEM

In 2016, the Government issued Presidential Instruction No. 10 of 2016 concerning Actions to Prevent and Eradicate Corruption, which contained Prevention Strategies related to the Governance of State-Owned and Private Enterprises, with one of its programs being the preparation of SNI ISO 37001:2016. The Presidential Instruction was further strengthened by Presidential Regulation No. 54 of 2018 concerning the National Strategy for Preventing Corruption.

Following up on the Presidential Instruction, the Company started implementing an Anti-Bribery Management System and preparing the stages of the certification process as a form of the Company's seriousness in instilling an anti-bribery culture and other acts of corruption.

With the establishment of the Anti-Bribery Management System (SMAP) Guidelines that refer to the Indonesian National Standards (SNI) ISO 37001:2016 on SMAP, the Internal Audit Department prepared technical guidelines for investigative audits that were stipulated in the Board of Directors Regulation No. PER-002/DIR/2020 dated August 3, 2020.

In an effort to maintain the ISO 370001:2016 certification concerning the Anti-Bribery Management System (SMAP), the Company established an Anti-Bribery Communication Forum (FKAP) led by the Head of the Legal and Compliance Department with the Secretary to the Head of the Compliance Section. The Internal Audit Department takes on the role of SMAP auditor, with 2 (two) personnel who have been certified as ISO 370001:2016 Senior Lead Auditors and Lead Auditors.

The policy and its implementation are reviewed annually through an internal audit process to identify areas that need attention and improvement, so that the practice of the Anti-Bribery Management System at INALUM becomes even better to reach international standards for SMAP.

Insider Trading Prevention Policy

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The policy concerning insider trading aims to prevent the misuse of non-public information by internal parties, such as the Board of Directors, Board of Commissioners, or employees, in stock trading activities. This policy ensures that no party gains illegitimate benefits through access to information that is not yet publicly available. As of December 31, 2025, INALUM was not yet a public company, and therefore does not implement specific provisions regarding insider trading. However, the Company has implemented a Code of Conduct that requires all employees to maintain the confidentiality of non-public information relating to the Company, business partners, and other third parties. Disclosure of confidential information to unauthorized parties is prohibited and may be subject to sanctions in accordance with applicable regulations.

During 2025, there were no reports or complaints related to alleged insider trading, reflecting INALUM's commitment to maintaining transparency and adherence to good corporate governance principles.

Goods and Services Procurement Policy

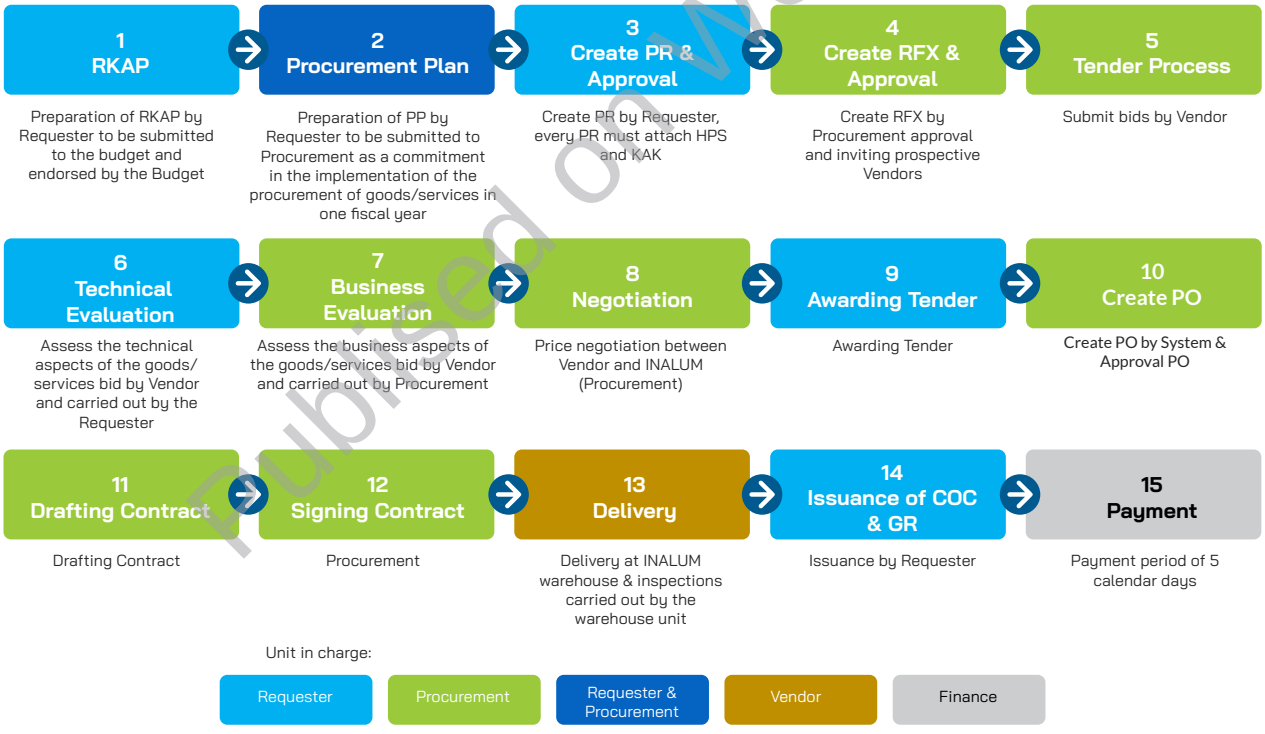
To maintain a smooth business chain and achieve quality, time, and cost targets, INALUM has instigated an effective procurement system for goods and services, to ensure each process runs optimally, meets established quality standards, and adheres to predetermined time and cost limits.

GOODS AND SERVICES PROCUREMENT POLICY AND GUIDELINES

1. Director of Business Development Regulation No. PER-001/DIRPU/2024 concerning PT Indonesia Asahan Aluminium Goods and Services Procurement, as amended by Director of Business Development Regulation No. PER-001/DIRPU/2025 concerning PT Indonesia Asahan Aluminium Goods and Services Procurement in November 2025.
2. Board of Directors Regulation No. PER-009/DIR/2024 concerning the Authority of Authorized Officials for the PT Indonesia Asahan Aluminium Goods and Services Procurement, as amended by the Board of Directors Regulation No. PER-008/DIR/2025 concerning the Authority of Authorized Officials for the PT Indonesia Asahan Aluminium Goods and Services Procurement in October 2025.

PROCUREMENT PROCEDURES AND METHODS

1. Goods & Services Procurement Process Flow



2. Preparation of Supply Chain Management and Commercial Business Process Updates in the form of Manual Procedures.

IMPLEMENTATION OF ACTIVITIES/PROGRAM TYPES IN 2025

1. Socialized OHS Implementation and OHS Golden Rules at INALUM to Providers.
2. Socialized the PT Inalum Procurement System to suppliers (SMAP & ICMESH Refreshment, PT Inalum Policy Regulations).
3. Vendor Event 2025.
4. Vendor Audit 2025.
5. Synergy in Alumina Raw Material Procurement with PT BAI.
6. Synergy in Alumina Transportation Services with PT SMLI.
7. Multisourcing to ensure the availability of Raw Materials and Spare Parts.

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8. Completed the procurement process for several significant projects, such as:
   a. Main Raw Material and Supporting Material Supply Contracts;
   b. Spare Part Umbrella Contract;
   c. Supporting Work Contract for the 2nd Mempawah Smelter Project;
   d. Supporting Work Contract for the SGAR 2 Mempawah Project;
   e. Supporting Work Contract for the Paritohan Hydroelectric Power Plant Project.
9. Improved Procurement Program Digitalization through the SAP and IPRO systems.
10. Conducted meetings or site visits with potential vendors (supplier engagement).

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Whistleblowing System

As an entity within the MIND ID Group, INALUM has implemented an integrated whistleblowing system (WBS) channel, OpenMIND, provided by MIND ID. This channel is expected to be an effective, reliable, and independent reporting system, with anonymous, independent, and objective reporting options. This ensures identity and confidentiality are maintained and provides a platform for all stakeholders (internal and external) to report any fraud or violations occurring within the Company.

The follow-up actions taken by the Company relate to violations of:

1. Corruption and bribery,
2. Fraud, including actions that have an impact on financial losses to the Company, including but not limited to:
   a. Forgery, manipulation, or destruction of documents/ financial reports or other reports;
   b. Conflicts of Interest, gratification and all forms of bribery; and
   c. Other fraudulent acts, including misuse of assets, theft of Company assets, and/or tolerating a violation.
3. Other criminal acts, including extortion, coercion with violence or threats to give something with the intention of gaining personal or other people's benefits, from internal or external parties that are not in accordance with applicable Laws and Regulations.
4. Violations in the workplace, including any actions that create an unproductive work environment, sexual harassment, bullying, and defamation, including gender-based discrimination or other non-physical forms, as well as causing offense and diminishing one's dignity.
5. Other violations, including but not limited to:
   a. Violations of the code of ethics;
   b. Violations of confidentiality (information leaks), except for information that is already in the public domain;
   c. Partiality to one party (unfair), and being non-objective when implementing Company decisions; and
   d. Violations related to pollution and/or environmental damage committed due to negligence that can result in property losses and/or health or physical hazards to humans.

WHISTLEBLOWING SYSTEM STRUCTURE

In accordance with Regulation No. PER-001/DIRUT/2024 concerning the Whistleblowing System, INALUM has established the following WBS structure:

1. Independent Third Parties
   a. The integrated WBS of the MIND ID Group including INALUM is managed by an independent third party appointed by MIND ID to carry out the operational management of the MIND ID Group WBS report;
   b. The independent third party is directly responsible to each of the MIND ID WBS Management Team and INALUM WBS;
   c. The independent third party plays a role in maintaining the objectivity and integrity of the reporting process; and
   d. Through the presence of an independent third party, the Whistleblower has the right to submit a report that will be processed confidentially and has the option to report anonymously.

2. WBS Management Team

Name	Management Team Position
President Director	Person in Charge
Head of Legal and Litigation Department	Chair
Head of Strategic Human Capital Department	Member
Head of Risk Management Department	Member
Head of Internal Audit Department	Member
Supervisor of the Audit Consulting and Quality Assurance Section	Member
Head of GCG & Compliance Section	Secretary

3. Investigation Team
   The investigation team is appointed by the Company and must follow up on the WBS Management Team recommendations in accordance with the provisions.
4. Supervisory Board
   The Supervisory Board consists of the Board of Commissioners and the audit committee and/or other committees.

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Violation Report Submission Mechanism

1. Reports received via the integrated WBS channel, namely OpenMIND, which has been provided by MIND ID. The channels provided include:
   Website : OpenMind-wbs.com
   e-mail : OpenMIND@kpmg.co.id
   Whatsapp : 0811-1464-632 /0811-646-343
   Post Mail : PT KPMG Siddharta Advisory, Attn: KPMG EthicsLine (MIND ID), Menara Astra Lantai 21, Jl. Jend. Sudirman Kav. 5-6, Jakarta 10220
   which can only be accessed by Independent Third Parties. Information regarding the WBS channel must be provided and announced on the Company's Website.
2. A case reference number is given to the Whistleblower as a reference so they can monitor the status of the report.
3. Taking into account independence and objectivity, and in accordance with applicable policies, the report will be forwarded for follow-up to the authorized parties at PT INALUM, including the Ministry of SOEs (especially concerning members of the Board of Directors and Board of Commissioners.

WBS SOCIALIZATION

In 2025, the Company carried out the following socialization to stakeholders and INALUM personnel:

1. Company Website (www.inalum.id/id/whistle-blowing-system);
2. Emails, carried out when making an appeal to control gratification on religious holidays;
3. Online socialization on GCG practices and the Anti-Bribery Management System (SMAP) to Providers/Partners on June 30, 2025;
4. Online socialization on the application of GCG and the Anti-Bribery Management System (SMAP) to Buyers/Customers on August 7, 2025;
5. Offline socialization on the application of good corporate governance practices within the Company to employees in INALUM's Procurement, Logistics, and Commercial functions on August 22, 2025;
6. Offline socialization witj the theme "Governance and Ethics Talk: Business Judgment Rule (BJR) in Decision-Making" to employees on December 23, 2025.

These socialization program seek to provide a deeper understanding of the Whistleblowing System managed by INALUM. It also aims to encourage all INALUM employees to actively report any attempts or suspected misconduct.

PROTECTION FOR WHISTLEBLOWERS

The Company is required to keep the identity of the whistleblower, and the contents of the report confidential. The Company also guarantees protection for the whistleblower from all forms of threats, intimidation or unpleasant actions from any party as long as the whistleblower maintains the confidentiality of the reported case.

COMPLAINT HANDLING

The Whistleblowing Management Team, as the manager for handling the whistleblowing system reports, is tasked with:

1. Receiving initial analysis reports and monthly summaries from Independent Third Parties, including deciding on follow-up on reports received after investigations (follow up) or closed;
2. Conducting additional confirmation to the whistleblower through an Independent Third Party if necessary;
3. Maintaining confidentiality and providing protection for the whistleblower including the identity of the whistleblower (as long as it is relevant), and maintaining the confidentiality of information and the reporting process;
4. The INALUM WBS Team follows up on reports submitted by independent third parties, and in carrying out the follow-up, the Whistleblowing Team has the right to:
   a. summon related internal and external parties to obtain documents/data needed in carrying out the follow-up;
   b. conduct a review and prepare a report on the results of the follow-up including recommendations on the report submitted;
   c. report the results of the follow-up and recommendations to the President Director as the person in charge of WBS.
5. INALUM WBS Management Team submits quarterly management reports to the President Director and MIND ID WBS Management Team;
6. Actively coordinate with Independent Third Parties to ensure the effectiveness of receiving and managing WBS reports; and
7. Monitor the effectiveness of integrated WBS and make continuous improvements and organize periodic training and socialization of the Company's WBS so they can collaborate with related Departments/Sections;
8. So that violation reporting can be followed up, the whistleblower:
   a. may provide information regarding personal data or without personal data (anonymous);
   b. reports submitted by the whistleblower should include information, evidence, or allegations that are clear, true, honest, and accountable;

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c. The whistleblower submits information that meets the following what, where, when, who, and how ("4W + 1H") elements in the report of alleged violations:

What	What alleged violations are known to the whistleblower and, if any, the amount of the loss and evidence supporting the allegations?
Where	Where is the location of the unit or Company where the alleged violation occurred?
When	When did the alleged violations occur and how often? Have the violations occurred before?
Who	Who was involved in the alleged violations, including those who were harmed and benefited, as well as those who ordered the violations?
How	What is the chronology of the violations committed by the reported party?

d. The whistleblower can complete their report with data/information/other supporting evidence (for example in the form of documents, photos, recordings and videos) to support the follow-up process for the report;
e. The report will only be accepted or processed if it meets the 4W + 1H elements and/or if the information is deemed adequate;
f. The whistleblower is advised to provide a contact details to facilitate the analysis process on the report received. However, the whistleblower can choose to report anonymously (without listing their identity, or their identity is kept confidential); and
g. Company employees are required to submit reports of any alleged violations through the WBS media provided

9. An independent third party will as far as possible, verify the basic principles of 4W + 1H for incoming reports and builds cooperation with the whistleblower to collect supporting evidence.
10. An independent third party will prepare an initial analysis report together with a proposed follow-up to the report based on information received through the media or reporting channels and submit the initial analysis report together with a proposed follow-up to the INALUM WBS Management Team (with a copy to the MIND ID WBS Management Team).
11. The provisions in the case of the reported party are as follows:

No.	Report Substance	Reporting Path
1	INALUM personnel and other external parties (other than the Board of Directors, Board of Commissioners and WBS Team)	• Chair and Members of the INALUM WBS Team; • WBS Supervisory Board with a copy to the President Director of INALUM (if the report is categorized as out of scope, then the verbatim report will be forwarded to the Director incharge of compliance); and • Chair and Members of the MIND ID WBS Team.
2	INALUM Board of Directors (other than the President Director)	• President Director of INALUM • INALUM WBS Supervisory Board. • Chair and Members of the MIND ID WBS Team.
3	INALUM President Director	• INALUM WBS Supervisory Board • MIND ID President Director • Chair and Members of the MIND ID WBS Management Team
4	INALUM Board of Commissioners, Audit Committee, and other Committees	• INALUM President Director • MIND ID WBS Supervisory Board • Chair and Members of the MIND ID WBS Management Team
5	Chair or Members of INALUM WBS Team	• INALUM President Director • INALUM WBS Supervisory Board • Chair and Members of the MIND ID WBS Management Team

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PARTY MANAGING COMPLAINTS

The integrated Whistleblowing System of the MIND ID Group including INALUM is managed by an Independent Third Party. The Independent Third Party's duties and responsibilities are as follows:

1. Receiving reports via the reporting system facilities/media/channels provided by the Company and providing additional information to the whistleblower if necessary;
2. Conducting an initial adequacy analysis and submit a report with the basic principles of 4W+1H together with other supporting documents (if any) based on the information provided by the whistleblower to the Independent Third Party;
3. Submitting an initial analysis report, proposals or recommendations for follow-up reports and other supporting documents (if any) to the WBS Management Team handling the INALUM WBS report, the Independent Third Party will submit an initial analysis report to the INALUM WBS Management Team with a copy to the MIND ID WBS Management Team;

4. Reporting the number of reports, reporting categories and reporting status every month to the INALUM WBS Management Team. The MIND ID WBS Management Team will receive a summary report for all reports received by OpenMIND, including reports related to MIND ID Members. The MIND ID Member WBS Management Team will receive a summary of reports related to their respective entities;
5. Maintaining confidentiality and providing protection for the whistleblower (including the identity of the whistleblower to the extent relevant), and maintaining the confidentiality of information and the reporting process; and
6. Delivering the status of the report to the whistleblower, including any developments/progress and closure of the report (including results of follow-up actions), by coordinating in advance with the INALUM Management Team.

NUMBER OF COMPLAINTS RECEIVED AND PROCESSED IN 2025

As of December 31, 2025, the Company received nine reports of alleged violations by employees. All complaints have been followed up in accordance with Company regulations. Of the 9 (nine) complaints, 7 (seven) fell outside the scope of this category, with 2 (two) further processed and resolved. These reports were followed up in accordance with Company regulations.

Description	2025
Number of complaints received	9
Number of complaints processed	2
Composition of complaints received and processed	2

SANCTIONS/FOLLOW-UP ON COMPLAINTS PROCESSED IN THE FISCAL YEAR

Any reported party found guilty of a violation will be subject to sanctions in accordance with the provisions established by the Company.

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Implementation of 8 (Eight) General Principles of Indonesian Corporate Governance Guidelines (PUGKI) 2021

INALUM conducted an assessment and evaluation of the Good Corporate Governance (GCG) implementation based on the 2021 General Guidelines for Indonesian Corporate Governance (PUGKI) issued by the National Committee for Governance Policy (KNKG). This was part of the Company's commitment to strengthening good corporate governance in accordance with corporate governance principles relevant to the Indonesian business context. The assessment and evaluation aims to enhance investor and stakeholder confidence through the best practices in corporate governance implementation.

No.	Description	Apply/Explain	Description of Implementation
1	**Roles and Responsibilities of the Board of Directors and the Board of Commissioners**		
1.1	**Roles and Responsibilities of the Board of Directors**		
Recommendation 1			
1.1.1	To achieve sustainable value creation, the Board of Directors carries out its leadership role and seeks to achieve the following governance outcomes: • competitive and focused on long-term performance; • ethical and responsible in conducting business; • contribute positively to society and the environment; and • ability to survive and grow (corporate resilience)	Applied	The Company has a Board of Commissioners and Board of Directors Charter, Corporate Governance Guidelines, and a Code of Conduct that serve as the foundation for implementing governance. These policies support the Board of Directors' role in driving long-term value creation based on the Company's strategic plan (RJPP), ethical and responsible business practices, and a Company management that prioritizes sustainability and business resilience.
Recommendation 2			
1.1.2	The Board of Directors must ensure that the corporation's mission, vision, goals, objectives, strategies and annual and medium-term plans are consistent with long-term goals, by effectively utilizing innovations and technology.	Applied	The Board of Directors ensures that the Company's vision, mission, strategy, and short- and long-term plans development align with corporate objectives and supports sustainable value creation. The development of corporate plans also considers the use of innovations and technology to support operational effectiveness and business development.
Recommendation 3 & 4			
1.1.3	The Board of Directors ensures that the corporation implements an appropriate and effective risk management and internal control system that is aligned with the vision, mission, goals, objectives and strategies of the corporation and complies with applicable laws and standards.	Applied	The Company has established risk management guidelines and technical guidelines for its internal control system, which are reviewed periodically. The Board of Directors ensures the effective implementation of risk management and internal control through the application of the three lines of control model, as well as implementing risk maturity assessments (RMI) and measuring the effectiveness of internal controls, conducted internally and externally. To comply with applicable laws and regulations and standards, the Company conducts compliance audits (PSA 62)
1.1.4	The Board of Directors ensures the integrity of the corporation's accounting and financial reporting systems and the timely and accurate disclosure of all material information concerning the corporation.	Applied	The Board of Directors ensures the integrity of the Company's accounting and financial reporting processes by implementing accounting policies and control mechanisms that support the accurate, reliable, and timely preparation of financial statements. Disclosure of material information is also carried out in accordance with applicable regulations to promote transparency to stakeholders. The Board of Directors signs a statement of responsibility for the financial statements annually.

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No.	Description	Apply/Explain	Description of Implementation
Recommendation 5			
1.1.5	The Board of Directors ensures that sustainability reporting has been prepared accordingly.	Applied	The Board of Directors ensures the Sustainability Report is prepared in accordance with applicable regulations and supports the disclosure of the company's sustainability performance. The Sustainability Report is prepared through cross-functional coordination, supported by a team officially appointed by the Company. The Company's Sustainability Report covers important aspects, including economic, social, and environmental performance, and has been assured by an independent party.
Recommendation 6			
1.1.6	The Board of Directors establishes a framework for corporate information technology (IT) governance that aligns with corporate business needs and priorities, drives business opportunities and performance, strengthens risk management, and supports corporate goals and strategies.	Applied	The Company has an information technology governance framework that supports business needs and the Company's development within the IT Master Plan. The implementation of information technology governance is aimed at improving operational effectiveness, supporting risk management, and supporting the achievement of the Company's strategies and objectives.
Recommendations 7, 8 & 9			
1.1.7	For corporations that carry out business activities based on Sharia principles, the Board of Directors needs to ensure adequate authority and availability of supporting tools so that the Sharia Supervisory Board can carry out its role effectively.	Explained	Based on the Company's Articles of Association, the Company's primary activities are integrated aluminium, mining, and industrial sectors, as well as resource optimization. All of these business activities do not adhere to Sharia principles, and therefore, there is no supporting apparatus in the form of a Sharia Supervisory Board.
1.1.8	The Board of Directors Charter is periodically reviewed. The Charter includes, among other things, the division of the role of individual Directors can be regulated in the Board of Directors Charter or by a resolution of the Board of Directors.	Applied	The Company periodically reviews the Board of Directors' Charter to ensure its compliance with regulatory developments, organizational needs, and governance practices.
1.1.9	The Board of Directors has a policy regarding the resignation of members of the Board of Directors if involved in financial crimes and proven wrongdoing.	Applied	The Company has provisions regarding the resignation of members of the Board of Directors if they are involved in financial crimes or are proven to have committed violations as stipulated in the Articles of Association and the Charters of the Board of Commissioners and Board of Directors.
1.2	**Performance Appraisal – Board of Directors and Members**		
Recommendations 1			
1.2.1	The Board of Commissioners conducts an annual formal evaluation objectively and independently to determine the effectiveness of the Board of Directors and each individual director.	Applied	The Board of Commissioners periodically evaluates the effectiveness of the Board of Directors and each member of the Board of Directors based on the management contract and individual KPIs as part of its supervisory function, and to improve Company performance. The evaluation results are reported to shareholders as material for discussion at the Annual GMS.

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No.	Description	Apply/Explain	Description of Implementation
Recommendations 2			
1.2.2	The Board of Commissioners, with the consideration of the Nomination and Remuneration Committee, is responsible for determining performance evaluation criteria and assessing the performance of the President Director and other members of the Board of Directors.	Applied	Based on the NRRMGCG Committee's proposal to the Board of Commissioners regarding the individual performance evaluation system for members of the Board of Directors, the Board of Commissioners approved the performance evaluation criteria and assessed the performance of the President Director and other members of the Board of Directors as outlined in the Collegial KPIs and the Individual KPIs of the Board of Directors. The Board of Commissioners assessed the performance achievements of the President Director and other members of the Board of Directors based on the targets stated in the KPIs.
1.3	**Roles and Responsibilities of the Board of Commissioners**		
Recommendations 1, 2, 3, 4, 5 & 6			
1.3.1	The Board of Commissioners reviews the corporate strategy at least annually and approves the corporate mission, vision and strategy formulated by the Board of Directors. The Board of Commissioners also reviews, provides advice and approves business plans and long- term financial plans and corporate short-term financial plans. The Board of Commissioners provides advice and monitors the Directors on the management of its implementation. The Board of Directors and Board of Commissioners are involved in decisions that are very important for the corporation, regulated in the articles of association of the corporation.	Applied	The Board of Commissioners performs supervisory and advisory functions for the Board of Directors in the preparation of the draft RJPP and RKAP. The Board of Commissioners reviews the alignment between the RJPP and RKAP. The Board of Directors and the Board of Commissioners are involved in decisions that are crucial to the Company, as stipulated in the Company's Articles of Association. These functions are carried out in accordance with the authority stipulated in the Articles of Association and internal Company policies.
1.3.2	Types of decisions that require the approval of the Board of Commissioners must be disclosed in the annual report	Applied	The Company has disclosed the types of actions/ decisions that require the approval of the Board of Commissioners as stipulated in the Company's Articles of Association and other internal provisions as part of the application of governance principles.
1.3.3	Taking into account the recommendation of the Nomination and Remuneration Committee, the Board of Commissioners proposes to, and to be decided by, the GMS the appointment and/or dismissal of members of the Board of Directors and members of the Board of Commissioners. In proposing the above, the Board of Commissioners pays attention to diversity, non-discriminatory elements and provides equal opportunities regardless of ethnicity, religion, race, class and gender. The Board of Commissioners ensures that the process of nominating and selecting members of the Board of Directors and members of the Board of Commissioners is formal and transparent.	Applied	The Board of Commissioners, after taking into account the Nomination and Remuneration Committee recommendations, implements the process for proposing the appointment and dismissal of Directors, taking into account diversity, non-discrimination, and equal opportunities without distinction based on ethnicity, religion, race, social class, or gender. However, the process for proposing the appointment and dismissal of the Board of Commissioners rests with the Shareholders.
1.3.4	The Board of Commissioners or the Committee that carries out the nomination function formulates a succession policy in the process of nominating members of the Board of Directors. Every year the Board of Commissioners reviews the report on the implementation of the development and succession plans submitted by the President Director.	Applied	The Board of Commissioners or the NRRMGCG Committee, which carries out the nomination function, develops a succession policy for the nomination process for members of the Board of Directors, as outlined in the Board of Commissioners Charter and the NRRMGCG Committee Charter. Each year, the Board of Commissioners reviews the report on the implementation of the development and succession plan submitted by the President Director.

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No.	Description	Apply/Explain	Description of Implementation
1.3.5	The Board of Commissioners submits to the GMS, which may be preceded by a proposal from the Committee responsible for remuneration, the amount of remuneration for members of the Board of Directors and members of the Board of Commissioners in line with sustainable corporate development and the long-term interests of the corporation and shareholders. It periodically reviews the remuneration system for the Board of Directors and Board of Commissioners.	Applied	The GMS establishes provisions regarding the remuneration for the Company's Board of Commissioners and Board of Directors. The Board of Commissioners, through the NRRMGCG Committee, establishes and reviews policies regarding remuneration proposals made by the Board of Directors and submits remuneration proposals to the GMS. Shareholders periodically review the remuneration system for the Board of Directors and Board of Commissioners.
1.3.6	The Board of Commissioners oversees the effectiveness of corporate governance policies and their implementation and proposes changes if necessary.	Applied	The Board of Commissioners supervises the corporate governance implementation and supports the refinement of governance policies in accordance with the Company's needs and regulatory developments, as outlined in the Corporate Governance Guidelines.
Recommendation 7			
1.3.7	The Board of Commissioners monitors and directs corporations to implement appropriate and effective risk management and internal control systems that are aligned with corporate goals, objectives and strategies and comply with applicable laws and regulations, codes of conduct and standards.	Applied	The Board of Commissioners monitors the effectiveness of the Company's risk management and internal control through Board of Commissioners Committee meetings with relevant functions within the Company, internal Board of Commissioners meetings, and Board of Commissioners and Board of Directors meetings to ensure the effectiveness of the risk management and internal control systems, which align with the Company's objectives, targets, code of conduct, and strategies, and comply with laws and regulations.
Recommendation 8			
1.3.8	The Board of Commissioners supervises and directs the integrity of the corporate accounting and financial reporting system, as well as the independence of the internal and external audit functions.	Applied	The Board of Commissioners has supervised and directed the maintenance of the integrity of the Company's accounting reporting and financial statements. The Board of Commissioners and the Audit Committee consistently review the financial statements before they are presented to shareholders or published in the Annual Report. The Board of Commissioners also supervises the effectiveness of internal and external audit activities.
Recommendation 9,10,11 & 12			
1.3.9	The Board of Commissioners monitors, reviews and approves the annual report and corporate sustainability report and ensures their integrity, as well as oversees the corporate disclosure and communication process.	Applied	The Board of Commissioners monitored, reviewed, and approved the Company's 2025 Annual Report and Sustainability Report, ensuring the quality and integrity of the Company's information disclosures. The Board of Commissioners also signed a Joint Statement Letter with the Board of Directors regarding Responsibility for the 2025 Annual Report and Sustainability Report.
1.3.10	The Board of Commissioners charter is periodically reviewed.	Applied	The Board of Commissioners Charter is reviewed periodically to ensure compliance with applicable regulations and company needs.
1.3.11	The Board of Commissioners has a policy regarding the resignation of members of the Board of Commissioners if they are involved in financial crimes and are proven to have made a mistake.	Applied	The Company has not established a specific policy regarding the resignation of members of the Board of Commissioners if they are involved and proven to have committed financial crimes. However, the Articles of Association and the Charter of the Board of Commissioners and the Board of Directors do contain provisions regarding the dismissal of members of the Board of Directors, including those who violate statutory provisions and/or the Company's Articles of Association, are involved in actions detrimental to the Company and/or the State, are found guilty by a legally binding court decision, and/or resign.

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No.	Description	Apply/Explain	Description of Implementation
1.3.12	Independent commissioners are expected to be able to contribute to honest, objective, active and constructive discussions at the meetings of the Board of Commissioners.	Applied	Independent Commissioners play an active role in providing objective, independent, and constructive views in Board of Commissioners meetings to support effective decision-making.
Recommendation 13			
1.3.13	The President Commissioner acts as the coordinator of the Board of Commissioners and ensures its effectiveness. The President Commissioner promotes a culture of openness and constructive dialogue that allows a variety of views to be expressed, including coordinating the setting of appropriate board meeting agendas and ensuring sufficient time is available to discuss all agenda items. In addition, there should also be an opportunity for the Board of Commissioners to meet with the Board of Directors and senior management.	Applied	Independent Commissioners play an active role in providing objective, independent, and constructive views in Board of Commissioners meetings to support effective decision-making.
1.4	**Committee Formation**		
Recommendation 1			
1.4.1	The corporations has committees under the Board of Commissioners consisting of at least: Audit Committee, Nomination and Remuneration Committee and Risk Management Monitoring Committee.	Applied	The Company has established committees under the Board of Commissioners to support the effective implementation of its oversight function, namely the Audit Committee and the Nomination, Remuneration, Risk Monitoring, and Good Corporate Governance (NRRMGCG) Committee.
Rekomendasi 2			
1.4.2	The Board of Commissioners ensures that all members of the Audit Committee are independent and the majority of other committees formed by the Board of Commissioners are independent parties, and all committee members are competent, committed and have sufficient authority to carry out their roles effectively and independently.	Explained	In 2025, the Chairpersons of the Audit Committee and the NRRMGCG Committee were Independent Commissioners. However, the Audit Committee and NRRMGCG Committee members were not all Independent Commissioners. All members of the Company's Committees possess the expertise and competencies appropriate to their respective fields.
Recommendation 3			
1.4.3	To ensure monitoring of the implementation of the duties of the Audit Committee is carried out objectively and independently, the President Commissioner may not become the chairman of the Audit Committee, except in extraordinary circumstances which must be explained in the annual report.	Applied	The Chair of the Audit Committee is held by an Independent Commissioner to support the objectivity and independence of the audit supervisory function and is not the President Commissioner.
1.5	**Performance Appraisal - Board of Commissioners and Members**		
Recommendation 1			
1.5.1	The Board of Commissioners conducts an annual formal objective evaluation to determine the effectiveness of the Board, its committees and each individual commissioner.	Applied	The Board of Commissioners evaluates the effectiveness of the Board of Commissioners, its subordinate committees, and each member of the Board of Commissioners as part of its efforts to improve the effectiveness of the Company's supervision.
1.6	**Conflict of Interest**		
Recommendation 1			
1.6.1	Members of the Board of Directors who have concurrent positions outside the corporation must obtain approval from the Board of Commissioners. A Commissioner notifies the Board of Commissioners and the chairman of the committee carrying out the nomination function, before accepting a new appointment as a director or commissioner of a publicly listed corporation, other directorships or other positions with significant time commitments.	Applied	The Company has provisions concerning concurrent positions held by Directors and Commissioners to ensure optimal implementation of duties and responsibilities and to avoid potential conflicts of interest.

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No.	Description	Apply/Explain	Description of Implementation
Recommendation 2			
1.6.2	The Board of Commissioners monitors and manages potential conflicts of interest for management, members of the Board of Directors, Board of Commissioners and shareholders, including misuse of corporate assets and misuse in related party transactions. Commissioners who have conflicts of interest do not participate in monitoring and making decisions on potential conflicts of interest involving the Commissioners or affiliates of the Commissioners concerned.	Applied	The Company has a conflict of interest management policy as part of its governance implementation, including decision-making involving related parties. The Board of Commissioners and Board of Directors also sign an annual statement of no conflict of interest.
1.7	**Competency Improvement of Members of the Board of Directors and Board of Commissioners**		
Recommendation 1			
1.7.1	The Board of Commissioners ensures that members of the Board of Directors and the Board of Commissioners understand their roles and responsibilities, characteristics and operations of the corporation, relevant laws and regulations and other applicable standards and obligations. The Board of Directors through the corporate secretary supports all members of the Board of Directors and Board of Commissioners in updating and refreshing their skills and knowledge necessary to carry out their roles on the Board.	Applied	The Board of Commissioners has ensured that all members of the Board of Directors and the Board of Commissioners understand their respective roles, duties, and responsibilities, as outlined in the Company's Articles of Association and the Board of Commissioners and Board of Directors Charter. The Company has facilitated each member of the Board of Directors and Board of Commissioners' participation in training and development programs, including sustainability training. All members of the Board of Commissioners and Board of Directors also receive up-to-date information on the Company's business developments, which is provided regularly through monthly monitoring and evaluation reports and annual reports.
2	**Composition and Remuneration of the Board of Directors and Board of Commissioners**		
2.1	**Composition of the Board of Directors**		
Recommendation 1 & 2			
2.1.1	In determining candidates for directors, the Board of Commissioners through the Nomination and Remuneration Committee does not only rely on recommendations from the Board of Commissioners, management or majority shareholders. The Board of Commissioners through the Nomination and Remuneration Committee can use independent sources to determine qualified candidates.	Applied	When determining candidates for Director positions, the Board of Commissioners, through the NRRMGCG Committee, does not rely solely on recommendations from the Board of Commissioners, management, or majority shareholders. The Board of Commissioners, through the NRRMGCG Committee, utilizes independent sources (official institutions) to identify qualified candidates.
2.1.2	The Board of Commissioners ensures that the criteria for selecting members of the Board of Directors include at least the knowledge, skills and expertise needed to properly fulfill the role of the Board of Directors and takes into account the fulfillment of the diversity of the Board of Directors.	Explained	The Board of Commissioners has ensured that the entire identification, evaluation, and recommendation process adheres to the criteria and requirements set out in the Company's Articles of Association and the Board of Directors' Charter, including integrity, character, morals, competence, legal capacity, leadership, and a good track record. However, information regarding the Director candidates was not disclosed during the election/ re-election process and was not available from the date of the GMS summons until the GMS was held.
Recommendation 3			
2.1.3	The corporate policy regarding diversity among the Board of Directors and Board of Commissioners is disclosed in the Annual Report.	Applied	The Board of Directors and Board of Commissioners Diversity Policy has been disclosed in the Annual Report. However, there is no disclosure of measurable composition targets and progress made in achieving those targets. The Company has not disclosed information that includes references to how diversity is achieved through appropriate succession planning on the Board of Directors and Board of Commissioners.

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No.	Description	Apply/Explain	Description of Implementation
Recommendation 4			
2.1.4.	The Board of Commissioners ensures that the policies and procedures for the selection and nomination of Commissioners are clear and transparent so as to produce the desired composition of the Board. The Board of Commissioners uses independent sources to determine qualified candidates.	Applied	The Board of Commissioners has ensured that the policies and procedures for the selection and nomination of Commissioners are clear and transparent, ensuring that the Board composition aligns with the Company's needs. However, the selection and nomination of the Board of Commissioners rests with the Shareholders.
Recommendation 5 & 6			
2.1.5.	The Board of Commissioners/Committee that performs the nomination function establishes nomination procedures and criteria that are consistent with the Board of Commissioners' expertise matrix that has been approved by the Board of Commissioners and ensures that the candidate profile meets the requirements set out in the expertise matrix and nomination criteria.	Applied	The Board of Commissioners, through the NRRMGCG Committee, has carried out its nomination function based on procedures and criteria that are carried out in an accountable, consistent, and transparent manner, including ensuring candidate profiles meet the requirements set out in the expertise matrix and nomination criteria.
2.1.6.	The composition of the Board of Commissioners must be formed in such a way that its members as a group reflect the diversity in terms of abilities, skills, knowledge, experience, age, cultural background and gender needed to properly fulfill the role of the Board of Commissioners.	Explained	The Board of Commissioners composition reflects the diversity of abilities, expertise, knowledge, experience, age, and cultural backgrounds required to fulfill the Board's roles. However, the Board of Commissioners composition does not yet reflect gender diversity.
Recommendation 7			
2.1.7.	To enable the Board of Commissioners to provide independent advice and supervision to the Board of Directors and for roles where there is a potential conflict of interest, the Board of Commissioners consists of a sufficient number of Independent Commissioners, with a limited term of office and disclosure of the term of membership of the Board of Commissioners and their independence, from a corporate point of view.	Applied	The Board of Commissioners has provided advice and supervision to the Board of Directors and for their roles with potential conflicts of interest, as reflected in the Board of Independent Commissioners composition. As of December 31, 2025, the Company will have two Independent Commissioners out of a total of five Board of Commissioners, or 40% of the total Board of Commissioners. The term of office of the Independent Commissioners is limited to five Annual General Meetings of Shareholders (AGMS), and the terms of office of the Board of Commissioners are disclosed in the Annual Report.
Recommendation 8			
2.1.8.	To facilitate the effective functioning of the Board of Directors and Board of Commissioners and to increase investor and stakeholder confidence, the Nomination and Remuneration Committee ensures that there is a formal, rigorous and transparent process for the appointment and appointment of members of the Board of Directors and Board of Commissioners	Explained	The Board of Commissioners, through the NRRMGCG Committee, has ensured there is a formal, rigorous, and transparent process for the appointment and promotion of members of the Board of Directors, as outlined in the NRRMGCG Committee Charter. However, the selection and nomination process for the Board of Commissioners is the responsibility of the Shareholders.
2.2	**Remuneration for the Board of Directors and Board of Commissioners**		
Recommendation 1			
2.2.1.	The remuneration policy for members of the Board of Directors consists of a remuneration structure that is oriented towards sustainable corporate development and encourages the achievement of long- term goals. The Board of Directors' remuneration must be proposed, through the Nomination and Remuneration Committee, by the Board of Commissioners to be decided by the GMS. The amount of remuneration proposed to the GMS is determined by considering the role of each member of the Board of Directors and the economic situation and corporate performance.	Applied	The members of the Board of Directors remuneration policy comprises a remuneration structure oriented toward sustainable corporate development and encouraging the achievement of long-term goals. The Board of Directors remuneration has been proposed by the NRRMGCG Committee to the Board of Commissioners for resolution at the GMS. The amount of remuneration proposed to the GMS is determined by considering the role of each member of the Board of Directors, the economic situation, and the Company's performance.

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No.	Description	Apply/Explain	Description of Implementation
Recommendation 2			
2.2.2.	The remuneration policy for members of the Board of Commissioners consists of a remuneration structure that is oriented towards sustainable corporate development and encourages the achievement of long-term goals. The amount of remuneration proposed by the Board of Commissioners to the GMS is determined by considering the role of each member of the Board of Commissioners and the economic situation and corporate performance. Besides that, his position as President Commissioner and chairman as well as his membership in committees must also be considered.	Applied	The remuneration policy for members of the Board of Commissioners comprises a remuneration structure oriented towards sustainable corporate development and encouraging the achievement of long-term goals. The Board of Commissioners remuneration has been proposed by the NRRMGCG Committee to the Board of Commissioners for resolution at the GMS. The amount of remuneration proposed to the GMS is determined by considering the role of each member of the Board of Commissioners, the economic situation, and the Company's performance.
Recommendation 3			
2.2.3.	To ensure that the remuneration package is determined based on the achievements, qualifications and competencies of the directors and commissioners with due regard to corporate operating performance, individual performance and market conditions, the Nomination and Remuneration Committee ensures that there are fair and transparent procedures for establishing remuneration policies for members of the Board of Directors and Board of Commissioners.	Applied	The NRRMGCG Committee has ensured that remuneration packages are determined based on the achievements, qualifications, and competencies of the Board of Directors and Board of Commissioners, taking into account the Company's operational performance, individual performance, and market conditions. The NRRMGCG Committee ensures that fair and transparent procedures are in place for determining remuneration policies for members of the Board of Directors and Board of Commissioners. In carrying out its duties, the NRRMGCG Committee has the authority to obtain input from external/independent professionals when necessary.
3.	**Working Relations between the Board of Directors and the Board of Commissioners**		
3.1	**Nature of Employment Relations**		
Recommendation 1, 2 & 3			
3.1.1	There is open discussion between the Board of Directors and the Board of Commissioners and between members of the Board of Directors and members of the Board of Directors and members of the Board of Commissioners. However, it is still important to maintain the confidentiality of information so that confidential information does not leak.	Applied	The working relationship between the Board of Directors and the Board of Commissioners is carried out through open, constructive communication and discussion, while maintaining the principle of confidentiality of Company information through Board of Directors and Board of Commissioners meetings, as stipulated in the Board of Commissioners and Board of Directors Charter.
3.1.2	In accordance with their respective duties and roles, the Board of Directors collaborates with the Board of Commissioners in formulating the corporate mission, vision and strategy and regularly discusses their implementation.	Applied	The Board of Directors and the Board of Commissioners collaborate in formulating the Company's mission, vision, strategy, and development, and conduct regular discussions on their implementation, as stipulated in the Board of Commissioners and Board of Directors Charter.
3.1.3	The Corporate Secretary has an important role in supporting the effectiveness of the working relationship between the Board of Directors and the Board of Commissioners, encouraging the implementation of good corporate governance practices, including effective communication with shareholders and other stakeholders.	Applied	The Corporate Secretary supports the effectiveness of the working relationship between the Board of Directors and the Board of Commissioners and supports the implementation of governance and communication with shareholders and other stakeholders, as stipulated in the Good Corporate Governance Guidelines.

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No.	Description	Apply/Explain	Description of Implementation
3.2	**Access to information on the Board of Commissioners**		
Recommendation 1			
3.2.1	The Board of Directors is responsible for ensuring that the Board of Commissioners has access to accurate, relevant and timely information. The Board of Commissioners itself ensures that it is properly informed. The Board of Directors provides information to the Board of Commissioners regularly, without delay and in a comprehensive manner on all matters relevant to the corporation. The Board of Commissioners may at any time request the Board of Directors to provide additional information.	Applied	The Board of Directors provides access to accurate, relevant, and timely information to the Board of Commissioners through monthly reports (monitoring and evaluation) and/or meetings of the Board of Directors and the Board of Commissioners. The Board of Directors conveys/ provides information requested by the Board of Commissioners on all matters relevant to the Company comprehensively and without delay.
3.3	**Responsibilities of the Board of Directors and Board of Commissioners on the Impact of Ownership Structures on Corporations**		
Recommendation 1			
3.3.1	The impact of the ownership structure on the corporation. The Board of Directors and the Board of Commissioners consider their responsibilities in the context of the shareholding structure and relationships between corporate shareholders which may impact the management and operations of the corporation.	Applied	The Board of Directors and the Board of Commissioners have considered their responsibilities in the context of the Company's shareholding structure and relationships among shareholders, which may impact the Company's management and operations.
4.	**Ethical and responsible behavior**		
4.1.1	**This statement is stated in**		
Recommendations 1 & 2			
4.1.1	This statement is set forth in the Code of Business Conduct and Ethics which must clearly state the corporate expectation that each member of the Board of Directors and Board of Commissioners and employees will: 1. Act in the best interests of the corporation; 2. Act honestly and with a high standard of integrity; 3. Be independent and act on full information, in good faith, with due diligence and prudence. 4. Comply with laws and regulations that apply to corporations and their operations; 5. Avoiding actions that violate laws and regulations or unethical actions based on corporate ethics guidelines; 6. Not involved or participating in any activities that will cause a conflict of interest with the best interests of the corporation or which will have a negative impact on the reputation of the corporation; 7. Do not take advantage of property or information owned by the corporation, ownership of other assets or its customers for personal gain or which causes harm to the corporation and its customers. 8. Does not take advantage of his position or opportunities generated by his position for personal gain. 9. Avoiding the act of asking for or receiving from third parties payments, gratuities or other benefits for oneself or for other people that creates a conflict of interest/provides benefits to third parties in violation of laws and regulations. 10. Respect differences of opinion and the rights of each member of the Board of Directors, Board of Commissioners and employees. 11. Ensuring full, fair, accurate, timely and understandable disclosure in reports and documents submitted by the corporation to regulators and in other public communications.	Applied	The Company has established the principles of Ethical and Responsible Behavior as recommended by PUGKI 4.1.1, outlined in the Articles of Association, Corporate Governance Guidelines, Board of Commissioners and Board of Directors Charter, Code of Conduct (CoC), and Conflict of Interest Guidelines.

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No.	Description	Apply/Explain	Description of Implementation
4.1.2	The Board of Directors establishes policies and practices on anti-money laundering and financing of terrorism, anti-bribery, anti-corruption, anti-fraud, political involvement with reference to national or international standards regarding anti-money laundering, anti-bribery, anti-corruption, anti-fraud or other related standards.	Explained	The Board of Directors has established policies and practices related to anti-money laundering, anti-bribery, anti-corruption, and anti-fraud prevention. This is evidenced by the availability of Corporate Governance Guidelines, Code of Conduct (CoC), and Gratification Control Guidelines. However, there is no policy specifically addressing the financing of terrorism.
4.2	**Organizational Values and Culture**		
Recommendations 1			
4.2.1	Corporations articulate, grow and express corporate culture and values	Applied	The Company has a Code of Conduct and Governance Guidelines that articulates, fosters, and expresses the Company's culture and values through socialization, virtual learning, and assessments of INALUM employees' understanding of the Company's values.
4.3	**Communication and Enforcement of Code of Ethics, Values and Culture**		
Recommendations 1			
4.3.1	The corporate code of conduct and ethics are communicated effectively to the Board of Directors, Board of Commissioners and all employees, integrated into corporate strategy and operations including the risk management system and remuneration structure, and enforced.	Applied	The Company's code of conduct has been effectively communicated to all INALUM employees, integrated into the Company's strategy and operations, including the risk management system and remuneration structure, and is enforced.
5.	**Risk Management, Internal Control and Compliance**		
5.1	**Internal Control and Compliance**		
Recommendations 1			
5.1.1	The Board of Directors conducts periodic reviews of the design accuracy and operational effectiveness of the governance system, risk management, internal control and corporate compliance and reports the implementation and results of the review to shareholders through the annual corporate report.	Applied	The Board of Directors has conducted regular reviews of the design accuracy and operational effectiveness of the governance, risk management, internal control, and corporate compliance systems and reported the results of these reviews to shareholders through the Company's annual report. The scope and frequency of communication of the results of these reviews to the Board of Commissioners enables the Board of Commissioners to comprehensively assess the condition of internal controls and their effectiveness in risk management.
5.2	**Risk Management**		
Recommendations 1			
5.2.1.	Strategy and risk are one unit, disclosed in a transparent manner, included in the implementation of the duties and responsibilities of the Board of Directors and the Board of Commissioners, as well as in discussions at the meetings of the Board of Commissioners and Board of Directors.	Applied	Strategy and risk are integrated, transparently disclosed, and incorporated into the duties and responsibilities of the Board of Directors and the Board of Commissioners. These are periodically discussed in Board and Board of Commissioners meetings, as outlined in the Board of Commissioners and Board of Directors Charter and the Risk Management Guidelines and Policies.

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No.	Description	Apply/Explain	Description of Implementation
Recommendations 2			
5.2.2.	The Risk Management Monitoring Committee assists the implementation of the duties of the Board of Commissioners by creating a transparent, focused and independent mechanism for oversight of corporate risk management.	Applied	The NRRMGCG Committee has assisted the Board of Commissioners in carrying out its duties by creating a transparent, focused, and independent mechanism for supervising the Company's risk management.
5.3.	**Integration of Governance, Risk Management and Compliance**		
Recommendations 1			
5.3.1	The Board of Directors builds an integrated governance, risk management and compliance (GRC) system, by handling various uncertainties in an integrated manner and with high integrity, to ensure that the corporation can achieve its goals.	Applied	The Board of Directors has implemented an integrated governance, risk management, and compliance (GRC) system, addressing uncertainties in a coherent manner and with high integrity, to ensure the Company can achieve its objectives.
Recommendations 2			
5.3.2	The Board of Directors ensures that the division in charge of the compliance function does not concurrently carry out functions that have the potential to cause a conflict of interest.	Applied	The Board of Directors has ensured the department responsible for the compliance function does not concurrently perform functions that could potentially create a conflict of interest. The Company has established the compliance function within the IRC Department as the second line in the three-line model.
5.4.	**Internal Audit**		
Recommendations 1			
5.4.1	The Board of Commissioners through the Audit Committee monitors and ensures that the internal audit function assists corporations in achieving their goals by bringing an objective and disciplined approach to evaluate and improve the effectiveness of risk management, internal control and corporate governance.	Applied	The Board of Commissioners, through the Audit Committee, has monitored and ensured that the internal audit function assists the Company in achieving its objectives through an objective and disciplined approach to evaluating and improving the effectiveness of risk management, internal control, and corporate governance.
6.	**Disclosure and Transparency**		
6.1	**Disclosure Policy**		
Recommendations 1 & 2			
6.1.1	The corporation has disclosure and transparency policies and procedures that ensure the disclosure of material information and safeguard sensitive information and corporate secrets	Applied	The Company has information management policies and procedures in place to support the appropriate disclosure of material information and maintain the confidentiality of company information, as outlined in the Company's Confidential Information and Document Management Guidelines, which regulate, among other things, information categories, authorized parties to disclose information and documents, and disclosure procedures.
6.1.2	Shareholders' right to obtain regularly and timely material relevant information about the corporation must be fulfilled.	Applied	The Company has Articles of Association and a Charter for the Board of Commissioners and Board of Directors, which stipulate the rights of shareholders to regularly and timely obtain relevant material information about the Company.

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No.	Description	Apply/Explain	Description of Implementation
6.2	**Financial and Sustainability Reports**		
Recommendations 1			
6.2.1	The corporation discloses systems and procedures to ensure that interim financial reports that are not materially audited or reviewed by external auditors are accurate, complete, and provide investors with the right information to make the right investment decisions.	Applied	The Company has disclosed its systems and procedures in the Accounting Guidelines to ensure that interim financial statements not audited or reviewed by external auditors are materially accurate, complete, and timely delivered to Shareholders. The Company also describes its internal control over financial reporting, including interim financial statements, the role of the risk management/compliance/management supervisory function and the internal audit function in ensuring the integrity of the interim financial statements, and the role of the Audit Committee in reviewing the interim financial statements to be submitted to Shareholders.
Recommendations 2			
6.2.2	The Audit Committee ensures the quality of financial report audits carried out by external auditors. This activity includes recommending the appointment, reappointment and, if necessary, the termination and remuneration of the external auditor.	Applied	The Company has an Audit Committee established in accordance with applicable provisions and charter to support the implementation of the Board of Commissioners' supervisory function, including the financial reporting process and the implementation of external audits, including recommending the appointment, reappointment, and, if necessary, the dismissal and remuneration of external auditors, as stipulated in the Audit Committee Charter.
Recommendations 3			
6.2.3	Sustainability reports must be prepared and disclosed accurately and in accordance with national or international sustainability reporting frameworks.	Applied	The Company has prepared a sustainability report as part of its commitment to transparency and disclosure of its sustainability performance in accordance with the national sustainability reporting framework (POJK) and international frameworks (GRI, SASB). It has also been assured by an independent party to ensure the reliability of the published information.
Recommendations 4			
6.2.4	The Company has issued a Sustainability Report which is an integral part of the Annual Report. The Company's Sustainability Report has presented the Company's sustainability performance which includes economic, social, environmental and governance aspects, which are presented in a 3-year comparison, so that it is expected to help shareholders and stakeholders understand the strategic goals of the corporation and its progress in creating sustainable value.	Applied	The Company has published an integrated annual report that contextualizes historical performance and describes the Company's risks, opportunities, and future prospects. This report presents financial performance for the past three years, provides a comparison between targets and actual performance, and presents projections for the following year. The Company has also prepared a Sustainability Report as part of its Integrated Reporting approach, in accordance with national and international regulations and standards.
6.3	**Information Dissemination**		
Recommendations 1			
6.3.1	Information dissemination channels should provide users with equitable, timely and relatively inexpensive access to relevant information.	Applied	The Company has established information dissemination channels through its website, email, applications/software integrated into the INALUM portal, and relevant social media platforms such as Instagram, LinkedIn, X, and Facebook to provide equal, timely, and relatively affordable access for users across its website and social media platforms. The Company has ensured that the information disseminated is securely protected and easily accessible.

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No.	Description	Apply/Explain	Description of Implementation
Recommendations 2 & 3			
6.3.2	The corporation ensures that an annual statement on the application of the General Guidelines for Corporate Governance in Indonesia, including an explanation of the application of each Recommendation and Guide is available on the website for a minimum period of five years.	Explained	The Company will only implement the PUGKI in 2025. In the previous year, the Company had a comparative measurement of GCG implementation based on Decree 16. The Company will ensure that an annual statement on the implementation of the General Guidelines for Indonesian Corporate Governance, including an explanation of the implementation of each Recommendation and Guideline, is available on the website for a minimum period of 5 (five) years.
6.3.3	For corporations listed on the capital market in jurisdictions other than the jurisdiction of origin, the applicable laws and regulations on corporate governance must be clearly disclosed. In the case of cross listing, the criteria and procedures for cross listing, criteria and procedures for recognizing the listing requirements for the primary listing must be transparent and documented.	Explained	INALUM is not a public company or listed on any stock exchange, and therefore has no obligations related to cross-listing or disclosure of corporate governance regulations across jurisdictions.
7.	**Protection of the Shareholders Rights**		
Recommendations 1			
7.1.1	The corporation has a communication policy that facilitates and encourages shareholder or investor participation	Applied	The Company has a communication policy with Shareholders as stipulated in the Company's Articles of Association, the Strategic Guidelines for Implementing Policies on Fostering Relationships with Stakeholders, and the Performance Monitoring and Evaluation ("MONEV") Guidelines for Subsidiaries and Affiliated Members of MIND ID. Communication and dialogue between Shareholders and management is conducted through the GMS in accordance with applicable regulations. Given the Company's limited ownership structure (non-Public Company) and the absence of public shareholders, such interaction is, in practice, centralized within the GMS and has not yet taken place sustainably outside of that forum.
Recommendations 2			
7.1.2	Corporations that are parent entities ensure that their corporate governance policies apply to subsidiaries and entities under common control in which the corporate investment is significant.	Applied	The Company has established Articles of Association and Governance Guidelines for INALUM Subsidiaries. These policies serve as a reference for subsidiaries in implementing corporate governance practices aligned with those of the parent company, thus ensuring consistency in the application of governance, supervision, and control principles across the entire business group.
Recommendations 3			
7.1.3	The corporation has rules and procedures governing acquisitions, acquisitions and extraordinary transactions such as mergers and sale of substantial corporate assets to ensure transactions occur in a transparent and under reasonable conditions and protect the rights of all shareholders according to class.	Applied	The Company has regulations and procedures for acquisitions, takeovers, and extraordinary transactions, such as mergers and sales of substantial corporate assets, to ensure transactions are transparent and fair, while protecting the rights of all shareholders, regardless of their class. Disclosure of rights and compensation is not directed to public investors, but rather to the state and PT Mineral Industri Indonesia, the shareholder. Implementation is formal, written, and strictly monitored through BUMN regulations, the GMS, and the Board of Directors' accountability mechanisms.

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No.	Description	Apply/Explain	Description of Implementation
7.2	**Fair Treatment of Shareholders**		
Recommendations 1			
7.2.1	The corporation has rules and procedures that ensure 1. All shareholders of the same series in one class of shares must be treated equally, 2. Disclosure of said rules and procedures as well as disclosure of capital structure and arrangements that allow certain shareholders to gain influence or control that is disproportionate to their share ownership.	Explained	In relation to this ownership structure, shareholder protection and treatment mechanisms are implemented in accordance with applicable laws and regulations, the Company's Articles of Association, and applicable internal policies, while adhering to the principles of fairness, transparency, and accountability.
Recommendations 2			
7.2.2	The corporation has rules and procedures that ensure related party transactions are approved and executed in such a way as to ensure that conflicts of interest are properly managed, and protect the interests of the corporation and shareholders.	Explained	The Company does not yet have specific rules and procedures that specifically regulate related party transactions, ensuring that conflicts of interest are properly managed and protect the interests of the Company and its shareholders. However, given the Company's non-publicly traded nature and the absence of public shareholders, related party transactions are managed through internal supervisory mechanisms and discussions within the authority of the Company's organs.
Recommendations 3			
7.2.3	The corporation has and discloses policies to prevent insider trading. The corporation has clear rules regarding any trading in corporate shares carried out by directors, commissioners and insiders to ensure that no one can benefit directly or indirectly from information that is not/not yet available in the market.	Explained	The Company does not yet have a specific, formally disclosed policy to prevent insider trading, including regulations regarding stock trading by the Board of Directors, Board of Commissioners, and other internal parties. This is due to the Company's non-publicly traded nature and its lack of shares traded on the capital market, making the risk of insider trading practices, as is the case with public companies, relatively irrelevant. However, the Company's information confidentiality is maintained through internal mechanisms in accordance with applicable regulations.
7.3	**General Meeting of Shareholders**		
Recommendations 1			
7.3.1	The corporation calls for the GMS with the agenda and materials for the GMS as completely and as early as possible (no later than 28 days before the GMS) to provide sufficient time and material for shareholders to properly study the meeting agenda. Meeting invitations and all GMS information are disclosed through electronic means such as through the corporate website	Explained	The Company's GMS notice is in accordance with the provisions stipulated in the Company's Articles of Association and applicable regulations. Information regarding the GMS is provided to shareholders in accordance with established Company procedures. In line with the development of good corporate governance practices, the Company continues to consider strengthening transparency and providing information through corporate communication channels in accordance with the Company's needs and characteristics.
Recommendations 2			
7.3.2	The corporation has and discloses rules and procedures that facilitate shareholders in participating and voting effectively at GMS.	Applied	The Company has Articles of Association, which regulate the rules and procedures that facilitate shareholders' effective participation and voting at the GMS.

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No.	Description	Apply/Explain	Description of Implementation
Recommendations 3			
7.3.3	Shareholders participate effectively in determining the appointment of members of the Board of Directors and Board of Commissioners	Applied	The Company has Articles of Association and Strategic Guidelines for Implementing Policies concerning the Guidelines for Determining the Remuneration of Directors and Commissioners of Subsidiaries and Subsidiaries of Companies, as well as the INALUM Board of Commissioners and Board of Directors Charter (Board Manual), which regulates the authority of shareholders to participate effectively in determining the appointment of members of the Board of Directors and Board of Commissioners.
Recommendations 4			
7.3.4	The corporation ensures the transparency and accountability of the external auditor at the GMS.	Applied	The appointment of external auditors is made by Shareholders through a GMS based on proposals and/or recommendations submitted by the Board of Commissioners. In certain cases, Shareholders may delegate their appointment authority to the Board of Commissioners in accordance with applicable regulations. The external audit report is submitted in the GMS Annual Report as part of the Board of Directors' accountability for the Company's management. In addition, the Board of Commissioners, through the Audit Committee, evaluates the independence and performance of external auditors as part of its supervisory function. Through this mechanism, Shareholders obtain adequate information regarding the appointment process, independence, and audit results of external auditors.
Recommendations 5			
7.3.5	Submission of voting results and a complete summary of the minutes of the GMS will be announced to the public on the following working day.	Explained	The Company's ownership structure does not involve public shareholders. Voting results and minutes of the GMS are documented and submitted to shareholders in accordance with applicable regulations. Therefore, a summary of the GMS minutes is not announced to the public until the following business day.
8.	**Other Stakeholders**		
8.1	**Key Stakeholder Engagement**		
Recommendations 1			
8.1.1	The corporation through the Corporate Secretary carries out regular, transparent and effective communication with key stakeholders and involves them to understand their hopes and complaints as well as the impact of the corporation on them.	Applied	The Company has communicated with stakeholders through the Corporate Secretary function regularly, transparently, and effectively to understand stakeholder expectations, input, and complaints, as well as the impact of the Company's activities on them.
8.2	**Sustainability Commitment in Business Models**		
Recommendations 2			
8.2.1	The Board of Commissioners together with the Board of Directors are responsible, accountable and transparent for sustainability governance, including setting corporate sustainability strategies, priorities and targets. The Board of Directors and Board of Commissioners incorporate sustainability considerations when carrying out their roles, including among others developing and implementing corporate strategies, business plans, key action plans and risk management.	Applied	The Board of Commissioners with the Board of Directors, is responsible for implementing sustainability governance, including establishing the Company's sustainability strategy, priorities, and targets. In carrying out their roles, the Board of Directors and the Board of Commissioners, as stipulated in the Board of Commissioners and Board of Directors Charter, have considered sustainability aspects in the development and implementation of the Company's strategy, business plans, work program implementation, and risk management in accordance with the Company's characteristics and operational needs.

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No.	Description	Apply/Explain	Description of Implementation
8.3	**Protection of Stakeholders**		
Recommendations 3			
8.3.1	The Board of Directors ensures and discloses that corporate operations reflect the application of high standards of ethics, social and environmental responsibility throughout the corporation and ensures that appropriate policies and procedures are implemented to respect and comply with the rights of stakeholders.	Applied	The Board of Directors ensures that the Company's operations are conducted with due regard for ethical standards, social responsibility, and the environment, and encourages the application of policies and procedures that support the respect and fulfillment of stakeholder rights, as stipulated in the Company's Guidelines and Policies. Disclosure regarding the implementation of these aspects is made through the Company's reporting and communication channels in accordance with applicable regulations.
Recommendations 2			
8.3.2	The Board of Directors encourages employees to work for the long term interests of the corporation and prioritizes sustainability.	Applied	The Board of Directors encourages employees to work with the Company's long-term interests in mind and supports the application of sustainability principles in the Company's business and operational activities through performance-based remuneration that takes risk into account, and the development of effective HC management programs. (if implemented)

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07

SOCIAL AND ENVIRONMENTAL RESPONSIBILITY

As part of its commitment to sustainable development, the Company continued to make tangible contributions to society and the environment through programs that deliver sustainable economic, social, and environmental values.

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INALUM demonstrates a strong commitment to making sustainability practices a foundation across all its business lines. This commitment is shown through the integrated management of Environmental, Social, and Governance (ESG) aspects. The application of ESG aligns with the Company's vision, mission, and long-term goals for creating added value for all stakeholders.

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Social and **Environmental Responsibility**

The implementation of ESG aspects at INALUM is demonstrated through concrete contributions to achieving the Sustainable Development Goals (SDGs), operationalized through the Social and Environmental Responsibility (SER) program. The SER program is aimed at promoting community economic independence, environmental conservation, and community-based empowerment, while ensuring that the planning, implementation, and evaluation processes adhere to good governance principles such as transparency, participation, and accountability. The governance dimension is also reflected in efforts to strengthen transparent, accountable, and integrity-based corporate governance, through risk management, regulatory compliance, supervision of corporate organs, and responsible reporting mechanisms to ensure ethical and long-term decision-making.

As a state-owned enterprise (SOE), INALUM also has a SER program in accordance with the mandate of the Minister of SOEs Regulation No. PER-1/MBU/03/2023 of 2023 concerning Special Assignments and Social and Environmental Responsibility Programs for State-Owned Enterprises. This regulatory framework not only regulates social and environmental aspects but also strengthens governance by establishing guidelines, monitoring mechanisms, and reporting on the SER program, aligned with the Ministry of SOEs' policies, ensuring that the company's sustainability implementation remains within sound and measurable governance standards.

A more complete description of INALUM's SER program and the implementation of ESG aspects within INALUM can be found in the Sustainability Report and SER Report, which are published separately but are an integral part of this Annual Report.

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08

FINANCIAL REPORT

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PT INDONESIA ASAHAN ALUMINIUM DAN ENTITAS ANAKNYA

Laporan keuangan konsolidasian
Tanggal 31 Desember 2025
dan untuk tahun yang berakhir pada tanggal tersebut
beserta laporan auditor independen

PT INDONESIA ASAHAN ALUMINIUM AND ITS SUBSIDIARIES

Consolidated financial statements
as of December 31, 2025
and for the year then ended
with independent auditor's report

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The original consolidated financial statements included herein are in the Indonesian language.

PT INDONESIA ASAHAN ALUMINIUM
DAN ENTITAS ANAKNYA
LAPORAN KEUANGAN KONSOLIDASIAN
TANGGAL 31 DESEMBER 2025
DAN UNTUK TAHUN YANG BERAKHIR PADA
TANGGAL TERSEBUT
BESERTA LAPORAN AUDITOR INDEPENDEN

PT INDONESIA ASAHAN ALUMINIUM
AND ITS SUBSIDIARIES
CONSOLIDATED FINANCIAL STATEMENTS
AS OF DECEMBER 31, 2025 AND
FOR THE YEAR THEN ENDED
WITH INDEPENDENT AUDITOR'S REPORT

Daftar Isi

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SURAT PERNYATAAN DIREKSI
TENTANG
TANGGUNG JAWAB ATAS LAPORAN KEUANGAN KONSOLIDASIAN
UNTUK TAHUN-TAHUN YANG BERAKHIR 31 DESEMBER 2025 DAN 2024
PT INDONESIA ASAHAN ALUMINIUM DAN ENTITAS ANAK
DIRECTORS' STATEMENT LETTER
RELATING TO
THE RESPONSIBILITY ON THE CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEARS ENDED DECEMBER 31, 2025 AND 2024
PT INDONESIA ASAHAN ALUMINIUM AND ITS SUBSIDIARIES

Kami yang bertanda tangan di bawah ini:

1. Nama/*Name* : Melati Sarnita
   Alamat kantor/*Office address* : Kuala Tanjung, Kec.Sei Suka, 21257, Kab. Batu Bara, Sumatera Utara
   Nomor telepon/*Phone number* : 0622-31311 Ext. 1004
   Jabatan/*Position* : Direktur Utama/*President Director*

2. Nama/*Name* : Ramadi Ken Permana
   Alamat kantor/*Office address* : Kuala Tanjung, Kec.Sei Suka, 21257, Kab. Batu Bara, Sumatera Utara
   Nomor telepon/*Phone number* : 0622-31311 Ext. 1004
   Jabatan/*Position* : Direktur Keuangan/*Finance Director*

menyatakan bahwa:

1. Bertanggung jawab atas penyusunan dan penyajian laporan keuangan konsolidasian (Grup);
2. Laporan keuangan konsolidasian Grup telah disusun dan disajikan sesuai dengan Standar Akuntansi Keuangan di Indonesia;
3. a. Semua informasi dalam laporan keuangan konsolidasian Grup telah dimuat secara lengkap dan benar;
   b. Laporan keuangan konsolidasian Grup tidak mengandung informasi atau fakta material yang tidak benar, dan tidak menghilangkan informasi atau fakta material;
4. Bertanggung jawab atas sistem pengendalian internal Grup.

Demikian pernyataan ini dibuat dengan sebenarnya.

We, the undersigned:

1. *Responsible for the preparation and presentation of the consolidated financial statements (Group);*
2. *The Group's consolidated financial statements have been prepared and presented in accordance with Indonesian Financial Accounting Standards;*
3. *a. All information contained in the Group's consolidated financial statements is complete and correct;*
   b. The Group's consolidated financial statements do not contain misleading material information or facts, and do not omit material information and facts;
4. *Responsible for the Group's internal control system.*

This statement letter is made truthfully.

Jakarta, 31 Maret 2026 / *March 31, 2026*
Hormat kami / *Yours faithfully*

Melati Sarnita	**Ramadi Ken Permana**
Direktur Utama / *President Director*	Direktur Keuangan / *Finance Director*

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PT INDONESIA ASAHAN ALUMINIUM

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The original report included herein is in Indonesian language.

Laporan Auditor Independen

Laporan No. 00434/2.1505/AU.1/04/1294-1/1/III/2026

Pemegang Saham, Dewan Komisaris, dan Direksi

PT Indonesia Asahan Aluminium

Opini

Kami telah mengaudit laporan keuangan konsolidasian PT Indonesia Asahan Aluminium ("Perusahaan") dan entitas anaknya (secara kolektif disebut sebagai "Grup") terlampir, yang terdiri dari laporan posisi keuangan konsolidasian tanggal 31 Desember 2025, serta laporan laba rugi dan penghasilan komprehensif lain konsolidasian, laporan perubahan ekuitas konsolidasian, dan laporan arus kas konsolidasian untuk tahun yang berakhir pada tanggal tersebut, serta catatan atas laporan keuangan konsolidasian, termasuk informasi kebijakan akuntansi material.

Menurut opini kami, laporan keuangan konsolidasian terlampir menyajikan secara wajar, dalam semua hal yang material, posisi keuangan konsolidasian Grup tanggal 31 Desember 2025, serta kinerja keuangan dan arus kas konsolidasiannya untuk tahun yang berakhir pada tanggal tersebut, sesuai dengan Standar Akuntansi Keuangan di Indonesia.

Independent Auditor's Report

Report No. 00434/2.1505/AU.1/04/1294-1/1/III/2026

The Shareholders and the Boards of Commissioners and Directors
PT Indonesia Asahan Aluminium

Opinion

We have audited the accompanying consolidated financial statements of PT Indonesia Asahan Aluminium (the "Company") and its subsidiaries (collectively referred to as the "Group"), which comprise the consolidated statement of financial position as of December 31, 2025, and the consolidated statement of profit or loss and other comprehensive income, consolidated statement of changes in equity, and consolidated statement of cash flows for the year then ended, and notes to the consolidated financial statements, including material accounting policy information.

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the consolidated financial position of the Group as of December 31, 2025, and its consolidated financial performance and cash flows for the year then ended, in accordance with Indonesian Financial Accounting Standards.

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The original report included herein is in Indonesian language.

Laporan Auditor Independen (lanjutan)

Laporan No. 00434/2.1505/AU.1/04/1294-1/1/III/2026 (lanjutan)

Basis opini

Kami melaksanakan audit kami berdasarkan Standar Audit yang ditetapkan oleh Institut Akuntan Publik Indonesia ("IAPI"). Tanggung jawab kami menurut standar tersebut diuraikan lebih lanjut dalam paragraf Tanggung Jawab Auditor terhadap Audit atas Laporan Keuangan Konsolidasian pada laporan kami. Kami independen terhadap Grup berdasarkan ketentuan etika yang relevan dalam audit kami atas laporan keuangan konsolidasian di Indonesia, dan kami telah memenuhi tanggung jawab etika lainnya berdasarkan ketentuan tersebut. Kami yakin bahwa bukti audit yang telah kami peroleh adalah cukup dan tepat untuk menyediakan suatu basis bagi opini kami.

Hal lain

Laporan keuangan konsolidasian PT Indonesia Asahan Aluminium tanggal 31 Desember 2024 dan untuk tahun yang berakhir pada tanggal tersebut diaudit oleh auditor independen lain yang menyatakan opini tanpa modifikasi atas laporan keuangan konsolidasian tersebut pada tanggal 14 April 2025.

Informasi lain

Manajemen bertanggung jawab atas informasi lain. Informasi lain terdiri dari informasi yang tercantum dalam Laporan Tahunan 2025 ("Laporan Tahunan") selain laporan keuangan konsolidasian terlampir dan laporan auditor independen kami. Laporan Tahunan diharapkan akan tersedia bagi kami setelah tanggal laporan auditor independen ini.

Opini kami atas laporan keuangan konsolidasian terlampir tidak mencakup Laporan Tahunan, dan oleh karena itu, kami tidak menyatakan bentuk keyakinan apapun atas Laporan Tahunan tersebut.

Independent Auditor's Report (continued)

Report No. 00434/2.1505/AU.1/04/1294-1/1/III/2026 (continued)

Basis for opinion

We conducted our audit in accordance with Standards on Auditing established by the Indonesian Institute of Certified Public Accountants ("IICPA"). Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Consolidated Financial Statements paragraph of our report. We are independent of the Group in accordance with the ethical requirements relevant to our audit of the consolidated financial statements in Indonesia, and we have fulfilled our other ethical responsibilities in accordance with such requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other matter

The consolidated financial statements of PT Indonesia Asahan Aluminium as of December 31, 2024, and for the year then ended, were audited by other independent auditors who expressed an unmodified opinion on such consolidated financial statements on April 14, 2025.

Other information

Management is responsible for the other information. Other information comprises the information included in the 2025 Annual Report ("The Annual Report") other than the accompanying consolidated financial statements and our independent auditor's report thereon. The Annual Report is expected to be made available to us after the date of this independent auditor's report.

Our opinion on the accompanying consolidated financial statements does not cover the Annual Report, and accordingly, we do not express any form of assurance on the Annual Report.

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Laporan Auditor Independen (lanjutan)

Laporan No. 00434/2.1505/AU.1/04/1294-1/1/III/2026 (lanjutan)

Informasi lain (lanjutan)

Sehubungan dengan audit kami atas laporan keuangan konsolidasian terlampir, tanggung jawab kami adalah untuk membaca Laporan Tahunan ketika tersedia dan, dalam melaksanakannya, mempertimbangkan apakah Laporan Tahunan mengandung ketidakkonsistensian material dengan laporan keuangan konsolidasian terlampir atau pemahaman yang kami peroleh selama audit, atau mengandung kesalahan penyajian material.

Ketika kami membaca Laporan Tahunan, jika kami menyimpulkan bahwa terdapat suatu kesalahan penyajian material di dalamnya, kami diharuskan untuk mengomunikasikan hal tersebut kepada pihak yang bertanggung jawab atas tata kelola dan melakukan tindakan yang tepat berdasarkan peraturan perundang-undangan yang berlaku.

Tanggung jawab manajemen dan pihak yang bertanggung jawab atas tata kelola terhadap laporan keuangan konsolidasian

Manajemen bertanggung jawab atas penyusunan dan penyajian wajar laporan keuangan konsolidasian tersebut sesuai dengan Standar Akuntansi Keuangan di Indonesia, dan atas pengendalian internal yang dianggap perlu oleh manajemen untuk memungkinkan penyusunan laporan keuangan konsolidasian yang bebas dari kesalahan penyajian material, baik yang disebabkan oleh kecurangan maupun kesalahan.

Dalam penyusunan laporan keuangan konsolidasian, manajemen bertanggung jawab untuk menilai kemampuan Grup dalam mempertahankan kelangsungan usahanya, mengungkapkan, sesuai dengan kondisinya, hal-hal yang berkaitan dengan kelangsungan usaha, dan menggunakan basis akuntansi kelangsungan usaha, kecuali manajemen memiliki intensi untuk melikuidasi Grup atau menghentikan operasi, atau tidak memiliki alternatif yang realistis selain melaksanakannya.
Pihak yang bertanggung jawab atas tata kelola bertanggung jawab untuk mengawasi proses pelaporan keuangan Grup.

Independent Auditor's Report (continued)

Report No. 00434/2.1505/AU.1/04/1294-1/1/III/2026 (continued)

Other information (lanjutan)

In connection with our audit of the accompanying consolidated financial statements, our responsibility is to read the Annual Report when it becomes available and, in doing so, consider whether the Annual Report is materially inconsistent with the accompanying consolidated financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

When we read the Annual Report, if we conclude that there is a material misstatement therein, we are required to communicate the matter to those charged with governance and take appropriate actions based on the applicable laws and regulations.

Responsibilities of management and those charged with governance for the consolidated financial statements

Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with Indonesian Financial Accounting Standards, and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern, and using the going concern basis of accounting, unless management either intends to liquidate the Group or to cease its operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Group's financial reporting process.

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Laporan Auditor Independen (lanjutan)

Laporan No. 00434/2.1505/AU.1/04/1294-1/1/III/2026 (lanjutan)

Tanggung jawab auditor terhadap audit atas laporan keuangan konsolidasian

Tujuan kami adalah untuk memeroleh keyakinan memadai tentang apakah laporan keuangan konsolidasian secara keseluruhan bebas dari kesalahan penyajian material, baik yang disebabkan oleh kecurangan maupun kesalahan, dan untuk menerbitkan laporan auditor independen yang mencakup opini kami. Keyakinan memadai merupakan suatu tingkat keyakinan tinggi, namun bukan merupakan suatu jaminan bahwa audit yang dilaksanakan berdasarkan Standar Audit yang ditetapkan oleh IAPI akan selalu mendeteksi kesalahan penyajian material ketika hal tersebut ada. Kesalahan penyajian dapat disebabkan oleh kecurangan maupun kesalahan dan dianggap material jika, baik secara individual maupun agregat, dapat diekspektasikan secara wajar akan memengaruhi keputusan ekonomi yang diambil oleh pengguna berdasarkan laporan keuangan konsolidasian tersebut.

Sebagai bagian dari suatu audit berdasarkan Standar Audit yang ditetapkan oleh IAPI, kami menerapkan pertimbangan profesional dan mempertahankan skeptisisme profesional selama audit. Kami juga:

- Mengidentifikasi dan menilai risiko kesalahan penyajian material dalam laporan keuangan konsolidasian, baik yang disebabkan oleh kecurangan maupun kesalahan, mendesain dan melaksanakan prosedur audit yang responsif terhadap risiko tersebut, serta memeroleh bukti audit yang cukup dan tepat untuk menyediakan basis bagi opini kami. Risiko tidak terdeteksinya suatu kesalahan penyajian material yang disebabkan oleh kecurangan lebih tinggi dari yang disebabkan oleh kesalahan, karena kecurangan dapat melibatkan kolusi, pemalsuan, penghilangan secara sengaja, pernyataan salah, atau pengabaian atas pengendalian internal.

Independent Auditor's Report (continued)

Report No. 00434/2.1505/AU.1/04/1294-1/1/III/2026 (continued)

Auditor's responsibilities for the audit of the consolidated financial statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements taken as a whole are free from material misstatement, whether due to fraud or error, and to issue an independent auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Standards on Auditing established by the IICPA will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

As part of an audit in accordance with Standards on Auditing established by the IICPA, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to such risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or override of internal control.

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Laporan Auditor Independen (lanjutan)

Laporan No. 00434/2.1505/AU.1/04/1294-1/1/III/2026 (lanjutan)

Tanggung jawab auditor terhadap audit atas laporan keuangan konsolidasian (lanjutan)

Sebagai bagian dari suatu audit berdasarkan Standar Audit yang ditetapkan oleh IAPI, kami menerapkan pertimbangan profesional dan mempertahankan skeptisisme profesional selama audit. Kami juga: (lanjutan)

- Memeroleh suatu pemahaman tentang pengendalian internal yang relevan dengan audit untuk mendesain prosedur audit yang tepat sesuai dengan kondisinya, tetapi bukan untuk tujuan menyatakan opini atas keefektivitasan pengendalian internal Grup.

- Mengevaluasi ketepatan kebijakan akuntansi yang digunakan serta kewajaran estimasi akuntansi dan pengungkapan terkait yang dibuat oleh manajemen.

- Menyimpulkan ketepatan penggunaan basis akuntansi kelangsungan usaha oleh manajemen dan, berdasarkan bukti audit yang diperoleh, apakah terdapat suatu ketidakpastian material yang terkait dengan peristiwa atau kondisi yang dapat menyebabkan keraguan signifikan atas kemampuan Grup untuk mempertahankan kelangsungan usahanya. Ketika kami menyimpulkan bahwa terdapat suatu ketidakpastian material, kami diharuskan untuk menarik perhatian dalam laporan auditor independen kami ke pengungkapan terkait dalam laporan keuangan konsolidasian atau, jika pengungkapan tersebut tidak memadai, memodifikasi opini kami. Kesimpulan kami didasarkan pada bukti audit yang diperoleh hingga tanggal laporan auditor independen kami. Namun, peristiwa atau kondisi masa depan dapat menyebabkan Grup tidak dapat mempertahankan kelangsungan usaha.

Independent Auditor's Report (continued)

Report No. 00434/2.1505/AU.1/04/1294-1/1/III/2026 (continued)

Auditor's responsibilities for the audit of the consolidated financial statements (continued)

As part of an audit in accordance with Standards on Auditing established by the IICPA, we exercise professional judgment and maintain professional skepticism throughout the audit. We also: (continued)

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.

- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our independent auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusion is based on the audit evidence obtained up to the date of our independent auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.

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Laporan Auditor Independen (lanjutan)

Laporan No. 00434/2.1505/AU.1/04/1294-1/1/III/2026 (lanjutan)

Tanggung jawab auditor terhadap audit atas laporan keuangan konsolidasian (lanjutan)

Sebagai bagian dari suatu audit berdasarkan Standar Audit yang ditetapkan oleh IAPI, kami menerapkan pertimbangan profesional dan mempertahankan skeptisisme profesional selama audit. Kami juga: (lanjutan)

- Mengevaluasi penyajian, struktur, dan isi laporan keuangan konsolidasian secara keseluruhan, termasuk pengungkapannya, dan apakah laporan keuangan konsolidasian mencerminkan transaksi dan peristiwa yang mendasarinya dengan suatu cara yang mencapai penyajian wajar.

- Memeroleh bukti audit yang cukup dan tepat terkait informasi keuangan entitas atau aktivitas bisnis dalam Grup untuk menyatakan opini atas laporan keuangan konsolidasian. Kami bertanggung jawab atas arahan, supervisi, dan pelaksanaan audit Grup. Kami tetap bertanggung jawab sepenuhnya atas opini audit kami.

Kami mengomunikasikan kepada pihak yang bertanggung jawab atas tata kelola mengenai, antara lain, ruang lingkup dan saat yang direncanakan atas audit serta temuan audit signifikan, termasuk setiap defisiensi signifikan dalam pengendalian internal yang teridentifikasi oleh kami selama audit.

Independent Auditor's Report (continued)

Report No. 00434/2.1505/AU.1/04/1294-1/1/III/2026 (continued)

Auditor's responsibilities for the audit of the consolidated financial statements (continued)

As part of an audit in accordance with Standards on Auditing established by the IICPA, we exercise professional judgment and maintain professional skepticism throughout the audit. We also: (continued)

- *Evaluate the overall presentation, structure, and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.*

- *Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision, and performance of the group audit. We remain solely responsible for our audit opinion.*

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

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KAP Purwanto Susanti dan Surja

Said Amru
Registrasi Akuntan Publik No. AP.1294/*Public Accountant Registration No. AP.1294*

31 Maret 2026/*March 31, 2026*

00434

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PT INDONESIA ASAHAN ALUMINIUM
DAN ENTITAS ANAKNYA
LAPORAN POSISI KEUANGAN
KONSOLIDASIAN
Tanggal 31 Desember 2025
(Disajikan dalam Dolar AS, Kecuali Dinyatakan Lain)

PT INDONESIA ASAHAN ALUMINIUM
AND ITS SUBSIDIARIES
CONSOLIDATED STATEMENT OF
FINANCIAL POSITION
As of December 31, 2025
(Expressed in US Dollars, Unless Otherwise Stated)

	2025 USD	Catatan/ *Notes*	2024 USD	
ASET				***ASSETS***
ASET LANCAR				***CURRENT ASSETS***
Kas dan setara kas	398.688.999	4	463.577.198	*Cash and cash equivalents*
Deposito berjangka	7.301.496	5	9.281.030	*Time deposits*
Piutang usaha	42.043.464	6	32.450.989	*Trade receivables*
Piutang lain-lain				*Other receivables*
- Pihak ketiga	1.036.367		1.915.748	*Third parties -*
- Pihak berelasi	884.487	26	985.022	*Related parties -*
Persediaan	204.636.206	7	205.821.760	*Inventories*
Pajak dibayar dimuka	24.218.982	11a	7.182.682	*Prepaid taxes*
Piutang pajak lainnya	1.617.089	12	859.381	*Other tax receivables*
Investasi pada surat utang	-	8	17.000.685	*Investment in debt securities*
Uang muka dan biaya dibayar di muka	773.114		139.024	*Advance and prepayments*
Jumlah aset lancar	**681.200.204**		**739.213.519**	***Total current assets***
ASET TIDAK LANCAR				***NON-CURRENT ASSETS***
Investasi pada entitas asosiasi	22.799.601	9	4.000.983	*Investment in associates*
Aset tetap	1.645.467.652	10	1.662.214.101	*Fixed assets*
Piutang lain-lain				*Other receivables*
- Pihak berelasi	4.681.576	26	4.844.879	*Related party -*
Pajak dibayar dimuka	11.521.085	11a	35.481.054	*Prepaid taxes*
Piutang pajak lainnya	13.776.152	12	15.267.508	*Other tax receivables*
Aset pajak tangguhan	-	11d	5.525.896	*Deferred tax assets*
Investasi pada surat utang	8.075.390	8	3.093.676	*Investment in debt securities*
Aset tidak lancar lainnya	4.008.846		7.512.126	*Other non-current assets*
Jumlah aset tidak lancar	**1.710.330.302**		**1.737.940.223**	***Total non-current assets***
JUMLAH ASET	**2.391.530.506**		**2.477.153.742**	***TOTAL ASSETS***

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PT INDONESIA ASAHAN ALUMINIUM DAN ENTITAS ANAKNYA
LAPORAN POSISI KEUANGAN KONSOLIDASIAN (lanjutan)
Tanggal 31 Desember 2025
(Disajikan dalam Dolar AS, Kecuali Dinyatakan Lain)

PT INDONESIA ASAHAN ALUMINIUM AND ITS SUBSIDIARIES
CONSOLIDATED STATEMENT OF FINANCIAL POSITION (continued)
As of December 31, 2025
(Expressed in US Dollars, Unless Otherwise Stated)

	2025 USD	Catatan/ *Notes*	2024 USD	
LIABILITAS				***LIABILITIES***
LIABILITAS JANGKA PENDEK				***CURRENT LIABILITIES***
Utang usaha	67.300.457	13	71.913.105	*Trade payables*
Akrual	123.915.921	14	248.821.303	*Accruals*
Liabilitas imbalan kerja jangka pendek	37.583.294	15	43.768.242	*Short-term employee benefit liabilities*
Utang pajak	14.827.422	11b	30.322.155	*Taxes payable*
Liabilitas sewa jangka panjang yang jatuh tempo dalam satu tahun	2.521.194	17b	1.752.510	*Current maturities of current lease liabilities*
Liabilitas jangka pendek lainnya	74.558.411	17a	57.774.322	*Other current liabilities*
Jumlah liabilitas jangka pendek	**320.706.699**		**454.351.637**	***Total current liabilities***
LIABILITAS JANGKA PANJANG				***NON-CURRENT LIABILITIES***
Liabilitas sewa jangka panjang setelah dikurangi bagian yang jatuh tempo dalam satu tahun	2.386.257	17b	1.555.955	*Non-current lease liabilities net of current maturities*
Kewajiban imbalan pascakerja	6.898.347	16a	5.119.819	*Post-employment benefit obligations*
Utang pajak tangguhan	1.485.459	11d	-	*Deferred tax liabilities*
Liabilitas jangka panjang lainnya	30.566.776	17a	29.537.576	*Other non-current liabilities*
Jumlah liabilitas jangka panjang	**41.336.839**		**36.213.350**	***Total non-current liabilities***
JUMLAH LIABILITAS	**362.043.538**		**490.564.987**	***TOTAL LIABILITIES***
EKUITAS				***EQUITY***
Modal saham	1.294.189.446	18	1.294.189.446	*Share capital*
Tambahan modal disetor	(34.886.776)	18	(34.886.776)	*Additional paid-in capital*
Saldo laba				*Retained earnings*
Dicadangkan	52.662.136		52.662.136	*Appropriated*
Belum dicadangkan	596.001.740		585.614.443	*Unappropriated*
Penghasilan komprehensif lain				*Other comprehensive income*
Pengukuran kembali kewajiban imbalan pascakerja	(1.868.352)		(1.343.701)	*Remeasurement of post employment benefit obligations*
Selisih penjabaran laporan keuangan entitas anak	18.516.063		18.425.069	*Currency differences from translation of the subsidiaries financial statements*
Jumlah ekuitas yang diatribusikan kepada pemilik entitas induk	**1.924.614.257**		**1.914.660.617**	***Total equity attributable to owner of the parent entity***
Kepentingan nonpengendali	104.872.711	30	71.928.138	*Non-controlling interests*
JUMLAH EKUITAS	**2.029.486.968**		**1.986.588.755**	***TOTAL EQUITY***
JUMLAH LIABILITAS DAN EKUITAS	**2.391.530.506**		**2.477.153.742**	***TOTAL LIABILITIES AND EQUITY***

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PT INDONESIA ASAHAN ALUMINIUM DAN ENTITAS ANAKNYA
LAPORAN LABA RUGI DAN PENGHASILAN KOMPREHENSIF LAIN KONSOLIDASIAN
Untuk Tahun yang Berakhir pada Tanggal 31 Desember 2025
(Disajikan dalam Dolar AS, Kecuali Dinyatakan Lain)

PT INDONESIA ASAHAN ALUMINIUM AND ITS SUBSIDIARIES
CONSOLIDATED STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME
For the Year Ended December 31, 2025
(Expressed in US Dollars, Unless Otherwise Stated)

	2025 USD	Catatan/ *Notes*	2024 USD	
Pendapatan dari kontrak dengan pelanggan	785.696.934	19	716.987.046	*Revenue from contracts with customers*
Beban pokok pendapatan	(544.560.644)	20	(501.678.754)	*Cost of revenue*
Laba kotor	**241.136.290**		**215.308.292**	***Gross profit***
Beban umum dan administrasi	(63.433.081)	21	(67.044.443)	*General and administrative expenses*
Beban penjualan dan pemasaran	(8.056.868)		(6.686.218)	*Selling and marketing expenses*
Laba usaha	**169.646.341**		**141.577.631**	***Operating profit***
Penghasilan keuangan	17.545.643	22	30.023.539	*Finance income*
Biaya keuangan	(343.866)	23	(398.874)	*Finance costs*
Bagian rugi entitas asosiasi	(3.125.547)		(3.738.243)	*Share of losses on associates*
Pendapatan lain-lain, bersih	10.217.337	24	2.209.623	*Other income, net*
LABA SEBELUM PAJAK PENGHASILAN	**193.939.908**		**169.673.676**	***PROFIT BEFORE INCOME TAX EXPENSE***
Beban pajak penghasilan	(51.134.681)	11c	(45.956.703)	*Income tax expense*
Laba tahun berjalan	**142.805.227**		**123.716.973**	***Profit for the year***
Penghasilan komprehensif lain				***Other comprehensive income***
Pos yang tidak akan direklasifikasi ke laba rugi:				*Items that will not be reclassified to profit or loss:*
Pengukuran kembali kewajiban imbalan pascakerja	(688.043)		537.455	*Remeasurement of post-employment benefit obligations*
Pajak terkait	163.392		(106.209)	*Related taxes*
Pos yang akan direklasifikasi ke laba rugi:				*Items that will be reclassified to profit or loss:*
Selisih penjabaran laporan keuangan entitas anak	90.994		47.936	*Currency difference from translation of the subsidiaries*
Jumlah (rugi)/penghasilan komprehensif lain setelah pajak	**(433.657)**		**479.182**	***Total other comprehensive (loss / income after tax***
Jumlah penghasilan komprehensif tahun berjalan	**142.371.570**		**124.196.155**	***Total comprehensive income for the year***
Laba tahun berjalan yang diatribusikan kepada:				*Profit for the year attributable to:*
Pemilik entitas induk	134.177.763		123.790.466	*Owner of the parent entity*
Kepentingan nonpengendali	8.627.464		(73.493)	*Non-controlling interests*
	142.805.227		**123.716.973**	
Penghasilan komprehensif tahun berjalan yang yang diatribusikan kepada:				*Comprehensive income for the year attributable to:*
Pemilik entitas induk	133.729.810		124.259.276	*Owner of the parent entity*
Kepentingan nonpengendali	8.641.760		(63.121)	*Non-controlling interests*
	142.371.570		**124.196.155**	

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The original consolidated financial statements included herein are in the Indonesian language.

PT INDONESIA ASAHAN ALUMINIUM DAN ENTITAS ANAKNYA
LAPORAN PERUBAHAN EKUITAS KONSOLIDASIAN
Untuk Tahun yang Berakhir pada Tanggal pada Tanggal 31 Desember 2025
(Disajikan dalam Dolar AS, Kecuali Dinyatakan Lain)

PT INDONESIA ASAHAN ALUMINIUM AND ITS SUBSIDIARIES
CONSOLIDATED STATEMENT OF CHANGES IN EQUITY
For the Year Ended December 31, 2025
(Expressed in US Dollars, Unless Otherwise Stated)

		Diatribusikan kepada pemilik entitas induk/*Attributable to owner of the parent entity*									
				Penghasilan Komprehensif Lain/ *Other Comprehensive Income*		Saldo laba/ *Retained earnings*					
	Catatan/ *Notes*	Modal saham/ *Share capital*	Tambahan modal disetor/ *Additional paid-in capital*	Selisih penjabaran laporan keuangan entitas anak/ *Currency differences from translation of the subsidiaries financial statements*	Pengukuran kembali kewajiban imbalan pascakerja/ *Remeasurement of post-employment benefit obligations*	Dicadangkan/ *Appropriated*	Belum dicadangkan/ *Unappropriated*	Jumlah/ *Total*	Kepentingan nonpengendali/ *Non-controlling interests*	Jumlah ekuitas/ *Total equity*	
Saldo 1 Januari 2024		1.294.189.446	(34.886.776)	18.377.133	(1.764.575)	52.662.136	664.214.064	1.992.791.428	25.694.963	2.018.486.391	*Balance as at January 1, 2024*
Penambahan setoran modal kepada entitas anak		-	-	-	-	-	-	-	46.296.296	46.296.296	*Additional capital contribution to subsidiaries*
Dividen	25	-	-	-	-	-	(202.390.087)	(202.390.087)		(202.390.087)	*Dividends*
Laba tahun berjalan		-	-	-	-	-	123.790.466	123.790.466	(73.493)	123.716.973	*Profit for the year*
Penghasilan komprehensif lain:											*Other comprehensive income:*
Selisih penjabaran laporan keuangan entitas anak		-	-	47.936	-	-	-	47.936	-	47.936	*Currency differences from translation of the subsidiaries' financial statements*
Pengukuran kembali kewajiban imbalan pascakerja, setelah pajak		-	-	-	420.874	-	-	420.874	10.372	431.246	*Remeasurement of post employment benefit obligations, net of tax*
Saldo 31 Desember 2024		**1.294.189.446**	**(34.886.776)**	**18.425.069**	**(1.343.701)**	**52.662.136**	**585.614.443**	**1.914.660.617**	**71.928.138**	**1.986.588.755**	***Balance as at December 31, 2024***
Penambahan setoran modal kepada entitas anak		-	-	-	-	-	-	-	24.302.813	24.302.813	*Additional capital contribution to Subsidiaries*
Dividen	25	-	-	-	-	-	(123.790.466)	(123.790.466)	-	(123.790.466)	*Dividends*
Laba tahun berjalan		-	-	-	-	-	134.177.763	134.177.763	8.627.464	142.805.227	*Profit for the year*
Penghasilan komprehensif lain:											*Other comprehensive income:*
Selisih penjabaran laporan keuangan entitas anak		-	-	90.994	-	-	-	90.994	-	90.994	*Currency differences from translation of the subsidiaries' financial statements*
Pengukuran kembali kewajiban imbalan pascakerja, setelah pajak		-	-	-	(524.651)	-	-	(524.651)	14.296	(510.355)	*Remeasurement of post-employment benefit obligations*
Saldo 31 Desember 2025		**1.294.189.446**	**(34.886.776)**	**18.516.063**	**(1.868.352)**	**52.662.136**	**596.001.740**	**1.924.614.257**	**104.872.711**	**2.029.486.968**	***Balance as at December 31, 2025***

Catatan atas laporan keuangan konsolidasian terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian secara keseluruhan.

The accompanying notes to the consolidated financial statements from an integral part of these consolidated financial statements.

Arsip Web Publik

PT INDONESIA ASAHAN ALUMINIUM
DAN ENTITAS ANAKNYA
LAPORAN ARUS KAS KONSOLIDASIAN
Untuk Tahun yang Berakhir
pada Tanggal 31 Desember 2025
(Disajikan dalam Dolar AS, Kecuali Dinyatakan Lain)

PT INDONESIA ASAHAN ALUMINIUM
AND ITS SUBSIDIARIES
CONSOLIDATED STATEMENT OF CASH FLOWS
For the Year Ended
December 31, 2025
(Expressed in US Dollars, Unless Otherwise Stated)

	2025 USD	2024 USD	
ARUS KAS DARI AKTIVITAS OPERASI			***CASH FLOWS FROM OPERATING ACTIVITIES***
Penerimaan dari pelanggan	793.605.651	730.324.317	*Receipts from customers*
Penerimaan dari pendapatan bunga	17.545.643	31.206.596	*Receipts from interest income*
Penerimaan dari restitusi pajak penghasilan	11.779.356	9.336.997	*Receipts from income tax restitution*
Pembayaran kepada pemasok, karyawan dan pihak ketiga	(707.163.890)	(660.076.986)	*Payments to suppliers, employees and third parties*
Pembayaran bunga	(343.866)	(398.874)	*Payment of interest*
Pembayaran pajak	(58.657.110)	(17.976.838)	*Payment of taxes*
Arus kas neto yang diperoleh dari aktivitas operasi	**56.765.784**	**92.415.212**	***Net cash provided by operating activities***
ARUS KAS DARI AKTIVITAS INVESTASI			***CASH FLOWS FROM INVESTING ACTIVITIES***
Penambahan investasi pada entitas asosiasi	(21.924.165)	(4.505.174)	*Addition of investment in associates*
Penerimaan dari investasi pada surat utang	17.000.685	20.178.456	*Receipts from the investment in debt securities*
Pencairan/(penempatan) deposito berjangka	1.979.534	(9.281.030)	*Time deposit withdrawal/(placement)*
Penempatan kas untuk investasi pada surat utang	(4.981.713)	(7.994.036)	*Purchase of investment in debt securities*
Pembelian aset tetap	(13.074.225)	(119.163.925)	*Purchase of fixed assets*
Penerimaan dari pelepasan aset tetap	1.713.021	-	*Proceeds from disposal of fixed assets*
Arus kas neto yang digunakan untuk aktivitas investasi	**(19.286.863)**	**(120.765.709)**	***Net cash used in investing activities***
ARUS KAS DARI AKTIVITAS PENDANAAN			***CASH FLOWS FROM FINANCING ACTIVITIES***
Pembayaran dividen	(123.790.466)	(202.390.087)	*Payment of dividend*
Penambahan setoran modal dari non-pengendali di entitas anak	24.302.813	46.296.296	*Additional capital contribution from non-controlling interest of subsidiaries*
Pembayaran liabilitas sewa	(2.976.535)	(1.355.646)	*Repayment of lease liabilities*
Arus kas neto yang digunakan untuk aktivitas pendanaan	**(102.464.188)**	**(157.449.437)**	***Net cash used in financing activities***
PENURUNAN NETO KAS DAN SETARA KAS	**(64.985.267)**	**(185.799.934)**	***NET DECREASE IN CASH AND CASH EQUIVALENTS***
KAS DAN SETARA KAS PADA AWAL TAHUN	**463.577.198**	**649.448.557**	***CASH AND CASH EQUIVALENTS AT THE BEGINNING OF YEAR***
Pengaruh perubahan kurs valuta asing atas kas dan setara kas	97.068	(71.425)	*Effect of foreign exchange gain on cash and cash equivalents*
KAS DAN SETARA KAS PADA AKHIR TAHUN	**398.688.999**	**463.577.198**	***CASH AND CASH EQUIVALENTS AT THE END OF THE YEAR***

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1. UMUM

a. Pendirian Perusahaan dan informasi umum

PT Indonesia Asahan Aluminium ("Perusahaan") didirikan pada 6 Januari 1976 merupakan perusahaan patungan antara Pemerintah Republik Indonesia ("Pemerintah Indonesia") dengan Nippon Asahan Aluminium Co., Ltd. sebagai tindak lanjut pelaksanaan Perjanjian Induk yang ditandatangani pada tanggal 7 Juli 1975 antara Pemerintah Indonesia dengan konsorsium 12 (dua belas) investor Jepang. Akta pendirian Perusahaan dibuat oleh Notaris Juliaan Nimrod Siregar Gelar Mangaradja Namora, S.H., No. 2 tanggal 6 Januari 1976 dan disahkan oleh Menteri Kehakiman berdasarkan Surat Keputusan No. Y.A.5/12/20 tanggal 10 Januari 1976 dan telah diumumkan dalam Tambahan Berita Negara No. 4 tanggal 13 Januari 1976.

Perusahaan mulai beroperasi komersial pada tahun 1983.

Anggaran Dasar Perusahaan telah mengalami beberapa kali perubahan. Perubahan Anggaran Dasar Perusahaan yang terakhir adalah sehubungan dengan peralihan saham berdasarkan Akta Pernyataan Keputusan Pemegang Saham No. 138 pada 21 Maret 2023 oleh Jose Dima Satria, S.H., M.Kn., Notaris di Jakarta dan telah mendapat persetujuan Menteri Hukum dan Hak Asasi Manusia Republik Indonesia berdasarkan Surat Keputusan No.AHU-0073509.AH.01.11. Tahun 2023 tanggal 13 April 2023. Sejak 21 Maret 2023, Perusahaan tidak menjadi pemegang saham mayoritas PT Aneka Tambang, Tbk ("Antam"), PT Bukit Asam Tbk ("Bukit Asam"), PT Timah Tbk ("Timah"), PT Freeport Indonesia ("PTFI"), PT Indonesia Papua Metal and Mineral ("IPMM"), MIND ID Trading Pte. Ltd. ("MIT"), dan PT Vale Indonesia Tbk ("PTVI").

1. GENERAL

a. The Company's establishment and general Information

PT Indonesia Asahan Aluminium (the "Company") was established on January 6, 1976 as a joint venture between the Government of the Republic of Indonesia (the "GoI") and Nippon Asahan Aluminium Co., Ltd. as a follow-up to a Master Agreement between the GoI and a consortium of 12 (twelve) Japanese investing companies signed on July 7, 1975. The Company's deed of establishment No. 2 dated January 6, 1976 was notarised by Notary Juliaan Nimrod Siregar Gelar Mangaradja Namora, S.H., and was approved by the Minister of Justice in its Decision Letter No.Y.A.5/12/20 dated January 10, 1976 and was published in State Gazette No. 4 dated January 13, 1976.

The Company commenced its commercial operations in 1983.

The Company's Articles of Association have been amended several times. The latest amendment to the Company's Articles of Association is in relation to the share transfer based on Notarial Deed of Transfer of Shares No. 138 dated March 21, 2023 by Jose Dima Satria, S.H., M.Kn., Notary in Jakarta and has been approved by the Minister of Law and Human Rights of the Republic of Indonesia based on Decree No. AHU-0073509.AH.01.11. Year 2023 dated April 13, 2023. Since March 21, 2023, the Company is no longer the majority shareholder of PT Aneka Tambang, Tbk ("Antam"), PT Bukit Asam Tbk ("Bukit Asam"), PT Timah Tbk ("Timah"), PT Freeport Indonesia ("PTFI"), PT Indonesia Papua Metal and Mineral ("IPMM"), MIND ID Trading Pte. Ltd. ("MIT"), and PT Vale Indonesia Tbk ("PTVI").

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1. UMUM (lanjutan)

a. Pendirian Perusahaan dan informasi umum (lanjutan)

Sejak 21 Maret 2023, MIND ID adalah entitas induk langsung dan entitas induk terakhir yang mempunyai pengendalian langsung terhadap Perusahaan.

Berdasarkan Anggaran Dasar Perusahaan, maksud dan tujuan Perusahaan adalah melakukan usaha di bidang industri aluminium terpadu, bidang pertambangan dan bidang industri. Kegiatan utama Perusahaan adalah melakukan usaha di bidang produksi dan pengolahan alumina, pabrik kalsinasi kokas dan turunannya, pabrik peleburan aluminium dan turunannya, membangun usaha di bidang pertambangan mineral dan batu bara mulai dari hulu sampai hilir termasuk perdagangan, pemasaran, pengangkutan dan distribusi hasil produksi dan jasa, jasa konstruksi, konsultasi manajemen dan pembangkitan tenaga listrik, melakukan usaha di bidang jasa meliputi pengelolaan limbah, *trading house*, pergudangan, real estat dan pelayanan kesehatan.

Kantor Perusahaan dan pabrik peleburan aluminium terletak di Kuala Tanjung, Kabupaten Batu Bara, Sumatera Utara. Pembangkit listrik terletak di Paritohan, Kabupaten Toba Samosir, Sumatera Utara. Perusahaan juga memiliki kantor perwakilan di Jakarta beralamat di Gedung The Energy lantai 16, Jl. Jendral Sudirman kav 52-53, Jakarta Selatan.

Berdasarkan Akta No. 47 tanggal 10 Juni 2025 dan Akta No. 128 tanggal 23 Juli 2024 di hadapan Jose Dima Satria, S.H., M.Kn., Notaris di Jakarta, susunan Dewan Komisaris dan Direksi Perusahaan adalah sebagai berikut:

1. GENERAL (continued)

a. The Company's establishment and general Information (continued)

Since March 21, 2023, MIND ID is the direct parent entity and the ultimate parent entity that has direct control over the Company.

Based on its Articles of Association, the Company's plans and purposes involve conducting business in integrated aluminium industry, mining and industrial sectors. The main business activities of the Company are conducting business in alumina production and processing, calcination plant of coke and its derivatives, aluminium smelting plant and its derivatives, developing mineral and coal mining business from upstream to downstream including trading, marketing, transportation and distribution of products and services, construction services, company management services and power plants, waste treatment services, trading house, warehouse, real estate and health services.

The Company's office and its aluminium smelting plant are located in Kuala Tanjung, Batu Bara Regency, North Sumatra. The power plant is located in Paritohan, Toba Samosir Regency, North Sumatra. The Company also has a representative office in Jakarta addresses at The Energy Building 16th floor, Jl, Jendral Sudirman kav 52-53, South Jakarta.

Based on the Deed No. 47 dated June 10, 2025 and Deed No. 128 dated July 23, 2024, in presence of Jose Dima Satria, S.H., M.Kn., a Notary in Jakarta. the composition of the Company's Boards of Commissioners and Directors are as follows:

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1. UMUM (lanjutan)

a. Pendirian Perusahaan dan informasi umum (lanjutan)

1. GENERAL (continued)

a. The Company's establishment and general Information (continued)

	31 Desember/ *December 31, 2025*	31 Desember/ *December 31, 2024*	
Dewan Komisaris			***Board of Commissioners***
Komisaris Utama	Musa Bangun	Musa Bangun	*President Commissioner*
Komisaris	Ali Said	Martuani Sormin	*Commissioner*
Komisaris	Kardwiyana Ukar	Ahmad Erani Yustika	*Commissioner*
Komisaris	Indra Simarta	Indra Simarta	*Commissioner*
Komisaris	Hari Soebagijo	Hari Soebagijo	*Commissioner*

	31 Desember/ *December 31, 2025*	31 Desember/ *December 31, 2024*	
Direksi			***Directors***
Direktur Utama	Melati Sarnita	Ilhamsyah Mahendra	*President Director*
Direktur	Ivan Ermisyam	Ivan Ermisyam	*Director*
Direktur	Benny Alexander FD. Wiwoho	Benny Alexander FD. Wiwoho	*Director*
Direktur	Arif Haendra	Melati Sarnita	*Director*
Direktur	Ramadi Ken Permana	-	*Director*

Susunan Komite Audit Perusahaan adalah sebagai berikut:

The composition of the Company's Audit Committee is as follows:

	31 Desember/ *December 31, 2025*	31 Desember/ *December 31, 2024*	
Ketua	Hari Soebagijo	Martuani Sormin	*Chairman*
Anggota	Ali Said	Ahmad Erani Yustika	*Member*
Anggota	Hendi Subandi	Hendi Subandi	*Member*
Anggota	Dyan Garnetta	Dyan Garnetta	*Member*

Pada tanggal 31 Desember 2025, PT Indonesia Asahan Aluminium dan entitas anaknya (secara kolektif disebut sebagai "Grup"), memiliki 2.087 karyawan tetap (31 Desember 2024: 1.831 karyawan tetap) (tidak diaudit).

As of December 31, 2025, PT Indonesia Asahan Aluminium and its subsidiaries (collectively referred to as the "Group"), has 2,087 permanent employees (December 31, 2024: 1,831 permanent employees) (unaudited).

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1. UMUM

b. Entitas Anak

Laporan keuangan konsolidasian ini meliputi laporan keuangan Grup. Kepemilikan saham Perusahaan pada entitas anak yang dikonsolidasi adalah sebagai berikut:

1. GENERAL

b. Subsidiaries

The consolidated financial statements include the accounts of the Group. The Company's shares ownership in its consolidated subsidiaries are as follows:

	Bidang Usaha/ *Activity*	Domisili/ *Domicily*	Tahun Beroperasi Komersial/ *Commencement of Commercial Operations*	Persentase Kepemilikan/ *Percentage of Ownership* 31 Desember/ *December 31,* 2025 %	31 Desember/ *December 31,* 2024 %	Jumlah Aset Sebelum Eliminasi/ *Total Assets Before Elimination* 31 Desember/ *December 31,* 2025 (USD)	31Desember/ *December 31* 2024 (USD)
PT Borneo Alumina Indonesia ("BAI") [(a)]	Pertambangan, Pengolahan, Pemurnian, Perdagangan besar dan Produksi industrial terkait komoditas bijih bauksit dan aluminium	Jakarta	-	60,00%	60,00%	1.030.378.953	919.152.997
PT Indonesia Aluminium Alloy ("IAA")	Mengolah skrap aluminium sebagai bahan baku utama yang akan dicampur dengan molten aluminium	Jakarta	2023	99,99%	99,99%	22.079.749	20.761.817

Catatan:
(a) Dalam tahap pengembangan

Notes:
(a) In the commissioning stage

PT Borneo Alumina Indonesia ("BAI")

Berdasarkan Akta Nomor 5 tanggal 1 Agustus 2025 yang dibuat di hadapan Jose Dima Satria, SH., M.KN., Notaris di Jakarta, para pemegang saham BAI menyetujui melakukan peningkatan modal disetor dan ditempatkan dari semula sebesar Rp3.200.000 juta atau sebesar 32.000.000 lembar saham menjadi Rp4.200.000 juta atau sebesar 42.000.000 lembar saham yang diambil bagian Perusahaan sebanyak 6.000.000 lembar atau sebesar Rp600.000 juta (setara dengan AS$36.454.220). Perubahan ini disetujui oleh Menteri Hukum dan Hak Asasi Manusia Republik Indonesia berdasarkan SK No. AHU-AH.01.03-0205310 tanggal 4 Agustus 2025.

PT Borneo Alumina Indonesia ("BAI")

Based on Deed Number 5 dated August 1, 2025 which made in presence of Jose Dima Satria, SH., M.KN., notary in Jakarta, BAI shareholders agreed to increase their paid-in and issued capital from Rp3,200,000 million or 32,000,000 shares into Rp4,200,000 million or 42,000,000 shares which taken up by the Company amounted to 6,000,000 shares equivalent to Rp600,000 million (equivalent to US$36,454,220). This change was approved by the Minister of Law and Human Rights of the Republic of Indonesia based on Decree No. AHU-AH.01.03-0205310 dated August 4, 2025.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL

Manajemen Grup bertanggung jawab atas penyusunan laporan keuangan konsolidasian yang selesai disusun dan diotorisasi oleh Direksi untuk diterbitkan pada tanggal 31 Maret 2026.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION

Management of the Group is responsible for the preparation of the consolidated financial statements that were completed and authorised for issuance by the Directors on March 31, 2026.

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2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

a. Kepatuhan terhadap Standar Akuntansi Keuangan (SAK)

Laporan keuangan konsolidasian telah disusun dan disajikan sesuai dengan Standar Akuntansi Keuangan di Indonesia yang meliputi Pernyataan Standar Akuntansi Keuangan (PSAK) dan Interpretasi Standar Akuntansi Keuangan (ISAK) yang diterbitkan oleh Dewan Standar Akuntansi Keuangan - Ikatan Akuntan Indonesia (DSAK - IAI).

b. Dasar Penyusunan Laporan Keuangan Konsolidasian

Laporan keuangan konsolidasian disusun berdasarkan konsep akrual, kecuali laporan arus kas konsolidasian dengan menggunakan konsep biaya historis, kecuali seperti yang disebutkan dalam Catatan atas laporan keuangan konsolidasian yang relevan.

Laporan arus kas konsolidasian disajikan dengan metode langsung dengan mengelompokkan arus kas dalam aktivitas operasi, investasi dan pendanaan.

Mata uang penyajian yang digunakan dalam penyusunan laporan keuangan konsolidasian ini adalah Dolar AS yang merupakan mata uang fungsional Grup. Setiap entitas di dalam Grup menetapkan mata uang fungsional sendiri dan unsur-unsur dalam laporan keuangan dari setiap entitas diukur berdasarkan mata uang fungsional tersebut.

Grup telah menyusun laporan keuangan konsolidasian dengan dasar kelangsungan usaha.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

a. Compliance with Indonesian Financial Accounting Standards (SAK)

The consolidated financial statements were prepared and presented in accordance with Indonesian Financial Accounting Standards which include the Statement of Financial Accounting Standards (PSAK) and Interpretation of Financial Accounting Standards (ISAK) issued by the Financial Accounting Standards Board - Institute of Indonesia Chartered Accountants (DSAK - IAI).

b. Basis of Preparation of the Consolidated Financial Statements

The consolidated financial statements have been prepared on the accrual basis, except for the consolidated statements of cash flows, using the historical cost concept of accounting, except as disclosed in the relevant Notes to the consolidated financial statements herein.

The consolidated statement of cash flows is prepared based on the direct method by classifying cash flows on the basis of operating, investing, and financing activities.

The presentation currency used in the preparation of the consolidated financial statements is US Dollars, which is the functional currency of the Group. Each entity in the Group determines its own functional currency and items included in the financial statements of each entity are measured using that functional currency.

The Group has prepared the consolidated financial statements on the going concern basis.

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2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

c. Prinsip-Prinsip Konsolidasi

Laporan keuangan konsolidasian mencakup laporan keuangan Perusahaan dan entitas-entitas anak seperti disebutkan pada Catatan 1b.

Laporan keuangan konsolidasian meliputi laporan keuangan Perusahaan dan entitas-entitas anak. Kendali diperoleh bila Grup terekspos atau memiliki hak atas imbal hasil variabel dari keterlibatannya dengan *investee* dan memiliki kemampuan untuk memengaruhi imbal hasil tersebut melalui kekuasaannya atas *investee*. Dengan demikian, investor mengendalikan *investee* jika dan hanya jika investor memiliki seluruh hal berikut ini:

i) Kekuasaan atas *investee*, yaitu hak yang ada saat ini yang memberi investor kemampuan kini untuk mengarahkan aktivitas relevan dari *investee*,
ii) Eksposur atau hak atas imbal hasil variabel dari keterlibatannya dengan *investee*, dan
iii) Kemampuan untuk menggunakan kekuasaannya atas *investee* untuk memengaruhi jumlah imbal hasil.

Bila Grup tidak memiliki hak suara atau hak serupa secara mayoritas atas suatu *investee*, Grup mempertimbangkan semua fakta dan keadaan yang relevan dalam mengevaluasi apakah mereka memiliki kekuasaan atas *investee*, termasuk:

i) Pengaturan kontraktual dengan pemilik hak suara lainnya dari *investee*,
ii) Hak yang timbul atas pengaturan kontraktual lain, dan
iii) Hak suara dan hak suara potensial yang dimiliki Grup.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

c. Principles of Consolidation

The consolidated financial statements incorporate the financial statements of the Group as described in Note 1b.

The consolidated financial statements comprise the financial statements of the Company and its subsidiaries. Control is achieved when the Group is exposed, or has rights, to variable returns from its involvement with the investee and has the ability to affect those returns through its power over the investee. Thus, the Group controls an investee if and only if the Group has all of the following:

i) Power over the investee, that is existing rights that give the Group current ability to direct the relevant activities of the investee,
ii) Exposure, or rights, to variable returns from its involvement with the investee, and
iii) The ability to use its power over the investee to affect its returns.

When the Group has less than a majority of the voting or similar rights of an investee, the Group considers all relevant facts and circumstances in assessing whether it has power over an investee, including:

i) The contractual arrangement with the other vote holders of the investee,
ii) Rights arising from other contractual arrangements, and
iii) The Group's voting rights and potential voting rights.

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2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

c. Prinsip-Prinsip Konsolidasi (lanjutan)

Grup menilai kembali apakah mereka mengendalikan *investee* bila fakta dan keadaan mengindikasikan adanya perubahan terhadap satu atau lebih dari ketiga elemen dari pengendalian.

Konsolidasi atas entitas-entitas anak dimulai sejak Grup memperoleh pengendalian atas entitas anak dan berakhir pada saat Grup kehilangan pengendalian atas entitas anak. Aset, liabilitas, penghasilan dan beban dari entitas anak yang diakuisisi pada tahun tertentu disertakan dalam laporan keuangan konsolidasian sejak tanggal Grup memperoleh kendali sampai tanggal Grup tidak lagi mengendalikan entitas anak tersebut.

Seluruh laba rugi dan setiap komponen dari penghasilan komprehensif lain ("PKL") diatribusikan kepada pemilik entitas induk dan kepentingan nonpengendali ("KNP"), walaupun hal ini akan menyebabkan saldo KNP yang defisit. Bila dipandang perlu, penyesuaian dilakukan terhadap laporan keuangan entitas anak untuk diselaraskan dengan kebijakan akuntansi Grup.

Seluruh aset dan liabilitas, ekuitas, penghasilan dan beban dan arus kas atas transaksi antar anggota Grup dieliminasi sepenuhnya pada saat konsolidasi.

Perubahan dalam bagian kepemilikan entitas induk pada entitas anak yang tidak mengakibatkan hilangnya pengendalian, dicatat sebagai transaksi ekuitas. Bila kehilangan pengendalian atas suatu entitas anak, maka Grup menghentikan pengakuan atas aset (termasuk *goodwill*), liabilitas dan komponen lain dari ekuitas terkait, dan selisihnya diakui pada laba rugi. Bagian dari investasi yang tersisa diakui pada nilai wajar.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

c. Principles of Consolidation (continued)

The Group re-assesses whether or not it controls an investee if facts and circumstances indicate that there are changes to one or more of the three elements of control.

Consolidation of a subsidiary begins when the Group obtains control over the subsidiary and ceases when the Group loses control of the subsidiary. Assets, liabilities, income and expenses of a subsidiary acquired during the year are included in the consolidated financial statements from the date the Group gains control until the date the Group ceases to control the subsidiary.

Profit or loss and each component of other comprehensive income ("OCI") are attributed to the equity holders of the parent of the Group and to the non-controlling interests ("NCI"), even if this results in the NCI having a deficit balance. When necessary, adjustments are made to the financial statements of subsidiaries to bring their accounting policies into line with the Group's accounting policies.

All intra-group assets and liabilities, equity, income, expenses and cash flows relation to transactions between members of the Group are eliminated in full on consolidation.

A change in the parent's ownership interest in a subsidiary, without a loss of control, is accounted for as an equity transaction. If the Group loses control over a subsidiary, it derecognizes the related assets (including goodwill), liabilities, NCI and other component of equity, while the difference is recognized in the profit or loss. Any investment retained is recognized at fair value.

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2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

d. Investasi pada Entitas Asosiasi

Entitas asosiasi adalah entitas yang terhadapnya Grup memiliki pengaruh signifikan. Pengaruh signifikan adalah kekuasaan untuk berpartisipasi dalam keputusan kebijakan keuangan dan operasional *investee*, tetapi tidak mengendalikan atau mengendalikan bersama atas kebijakan tersebut.

Investasi Grup pada entitas asosiasi dicatat dengan menggunakan metode ekuitas. Dalam metode ekuitas, investasi awalnya diakui pada harga perolehan pada saat tanggal perolehan. Nilai tercatat investasi disesuaikan untuk mengakui perubahan bagian Grup atas aset neto entitas asosiasi sejak tanggal perolehan. *Goodwill* yang terkait dengan entitas asosiasi termasuk dalam jumlah tercatat investasi dan tidak diamortisasi dan diuji untuk penurunan nilai secara terpisah dari investasi terkait. Ketika bagian Grup atas nilai wajar neto aset dan liabilitas teridentifikasi melebihi biaya perolehan, selisih tersebut diakui sebagai pendapatan dalam bagian laba atau rugi Grup pada periode perolehan.

Setelah tanggal perolehan, Grup melakukan penyesuaian yang diperlukan atas bagian Grup atas laba atau rugi entitas asosiasi. Penyesuaian ini mencakup depresiasi atas aset yang dapat disusutkan berdasarkan nilai wajar aset tersebut pada tanggal perolehan, serta pengakuan atas setiap rugi penurunan nilai yang berkaitan dengan *goodwill* atau aset tetap.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

d. Investment in Associates

An associate is an entity over which the Group has significant influence. Significant influence is the power to participate in the financial and policy decisions of the investee, but is not control or joint control over those policies.

The Group's investment in its associate is accounted for using the equity method. Under the equity method, the investment in an associate is initially recognized at cost on the date of acquisition. The carrying amount of the investment is adjusted to recognize changes in the Group's share of net assets of the associate since the acquisition date. Goodwill relating to the associate is included in the carrying amount of the investment and is neither amortized nor tested for impairment individually. When the Group's share of the net fair value exceeds the cost, the difference is recognised as income in the Group's share of profit or loss in the period of acquisition.

After the date of acquisition, the Group makes the necessary adjustments to its share of the associate's profit or loss. These adjustments include depreciation of the depreciable assets based on their fair values at the acquisition date and recognition of any impairment losses relating to a goodwill or fixed assets.

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2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

d. Investasi pada Entitas Asosiasi (lanjutan)

Laba rugi konsolidasian mencerminkan bagian dari Grup atas hasil operasi dari entitas asosiasi. Perubahan PKL dari entitas asosiasi disajikan sebagai bagian dari PKL Grup. Selain itu, bila terdapat perubahan yang diakui langsung pada ekuitas entitas asosiasi, Grup mengakui bagiannya atas perubahan, jika sesuai, dalam laporan perubahan ekuitas konsolidasian. Keuntungan atau kerugian yang belum direalisasi sebagai hasil dari transaksi-transaksi antara Grup dengan entitas asosiasi dieliminasi sesuai dengan kepemilikan dalam entitas asosiasi.

Gabungan bagian Grup atas laba rugi entitas asosiasi disajikan pada laporan laba rugi dan penghasilan komprehensif lain konsolidasian (sebagai laba atau rugi) di luar laba usaha dan mencerminkan laba atau rugi setelah pajak dan kepentingan non pengendali pada entitas anak dari entitas asosiasi.

Laporan keuangan entitas asosiasi disusun atas periode pelaporan yang sama dengan Grup.

Setelah penerapan metode ekuitas, Grup menentukan apakah diperlukan untuk mengakui tambahan rugi penurunan nilai atas investasi Grup dalam entitas asosiasi. Grup menentukan pada setiap tanggal pelaporan apakah terdapat bukti yang objektif yang mengindikasikan bahwa investasi dalam entitas asosiasi mengalami penurunan nilai. Dalam hal ini, Grup menghitung jumlah penurunan nilai berdasarkan selisih antara jumlah terpulihkan atas investasi dalam entitas asosiasi dan nilai tercatatnya dan mengakuinya dalam laba rugi.

Pada saat kehilangan pengaruh signifikan atas entitas asosiasi, Grup mengukur dan mengakui bagian investasi tersisa pada nilai wajar. Selisih antara nilai tercatat entitas asosiasi dan nilai wajar investasi yang tersisa dan penerimaan dari pelepasan investasi diakui pada laba rugi.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

d. Investment in Associates (continued)

The consolidated profit or loss reflects the Group's share of the results of operations of the associate. Any change in OCI of the associate is presented as part of the Group's OCI. In addition, when there has been a change recognized directly in the equity of the associate, the Group recognizes its share of any changes, when applicable, in the consolidated statement of changes in equity. Unrealized gains and losses resulting from transactions between the Group and the associate are eliminated to the extent of the interest in the associate.

The aggregate of the Group's share of profit or loss of an associate is shown on the consolidated statement of profit or loss and other comprehensive income (as profit or loss) outside operating profit and represents profit or loss after tax and NCI in the subsidiaries of the associate.

The financial statements of the associate are prepared for the same reporting period of the Group.

After application of the equity method, the Group determines whether it is necessary to recognize an additional impairment loss on the Group's investment in its associate. The Group determines at each reporting date whether there is any objective evidence that the investment in the associate is impaired. If this is the case, the Group calculates the amount of impairment as the difference between the recoverable amount of the investment in associate and its carrying value, and recognizes the amount in profit or loss.

Upon loss of significant influence over the associate, the Group measures and recognizes any retained investment at its fair value. Any difference between the carrying amount of the associate and the fair value of the retained investment and proceeds from disposal is recognized in profit or loss.

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2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

e. Penjabaran Mata Uang Asing

Mata Uang Fungsional dan Penyajian

Item-item yang disertakan dalam laporan keuangan setiap entitas anggota Grup diukur menggunakan mata uang yang sesuai dengan lingkungan ekonomi utama di mana entitas beroperasi ("mata uang fungsional").

Di tahun 2023, Perusahaan mengubah mata uang penyajian laporan keuangan konsolidasian Grup dari Rupiah menjadi Dolar AS dikarenakan pertimbangan sebagai berikut:

- Produk Perusahaan, aluminium, adalah komoditas metal dimana Dolar AS merupakan mata uang yang paling memengaruhi harga jual aluminium;
- Arus kas yang berasal dari aktivitas Perusahaan terutama dalam mata uang Dolar AS;
- Pengeluaran utama Perusahaan dalam mata uang Dolar AS;
- Setelah restrukturisasi MIND ID grup, entitas anak dengan mata uang fungsional Rupiah tidak lagi dominan dalam laporan keuangan Grup.

Ketika Grup mengubah mata uang penyajiannya dari Rupiah ke Dolar AS, seluruh aset dan liabilitas dari entitas anak yang tidak memiliki mata uang fungsional Dolar AS dijabarkan ke dalam mata uang penyajian yang baru (Dolar AS) pada awal periode komparatif, menggunakan kurs pembukaan dan dijabarkan kembali pada kurs penutup. Item-item dalam laporan kinerja dijabarkan menggunakan kurs aktual atau kurs rata-rata yang mencerminkan kurs aktual. Laba ditahan dinyatakan dalam Dolar AS seolah-olah Dolar AS selalu menjadi mata uang penyajian.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

e. Foreign Currency Translation

Functional and Presentation Currency

Items included in the financial statements of each of the Group's entities are measured using the currency of the primary economic environment in which the entity operates (the "functional currency").

During 2023, the Company changed its presentation currency of Group's consolidated financial statements from Indonesian Rupiah to US Dollars due to the following considerations:

- *The Company's product, aluminium, is a metal commodity in which the US Dollar has the most influence on the selling price of aluminium;*
- *Cash flows arising from the Company's activities are primarily denominated in US Dollars;*
- *The Company's major expenditures are denominated in US Dollars;*
- *After the restructuring of MIND ID group, subsidiaries with Indonesian Rupiah as their functional currency are no longer dominant in the Group financial statements.*

When the Group changes its presentation currency from Indonesian Rupiah to US Dollar, all assets and liabilities of subsidiaries that do not have US Dollar as their functional currency are translated into the new presentation currency (US Dollar) at the beginning of the comparative period, using the opening exchange rate and retranslated at the closing rate. Items in the performance statements are translated using the actual exchange rate or the average rate that approximates the actual exchange rate. Retained earnings are expressed in US Dollars as if US Dollars have always been the presentation currency.

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2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

e. Penjabaran mata uang asing (lanjutan)

Transaksi dan Saldo

Transaksi dalam mata uang asing dijabarkan ke dalam mata uang fungsional dengan menggunakan kurs yang berlaku pada tanggal transaksi. Pada setiap tanggal pelaporan, aset dan liabilitas moneter dalam mata uang asing dijabarkan ke dalam mata uang fungsional menggunakan kurs penutup. Keuntungan dan kerugian selisih kurs yang timbul dari penyelesaian transaksi dalam mata uang asing dan dari penjabaran aset dan liabilitas moneter dalam mata uang asing diakui di dalam laporan laba rugi.

Nilai tukar Dolar Amerika Serikat (Dolar AS atau AS$) terhadap Rupiah yang digunakan oleh Grup adalah Rp16.720 dan Rp16.162 per AS$1 masing-masing pada tanggal 31 Desember 2025 dan 31 Desember 2024, yang merupakan kurs JISDOR dan kurs tengah yang diterbitkan oleh Bank Indonesia.

Penjabaran Laporan Keuangan Entitas Anak

Hasil usaha operasi dan posisi keuangan dari seluruh entitas anak dalam Grup yang memiliki mata uang fungsional yang berbeda dengan mata uang penyajian Grup, ditranslasikan dalam mata uang penyajian Grup sebagai berikut:

i. Aset dan liabilitas, baik moneter maupun nonmoneter, dijabarkan dengan menggunakan kurs penutup.
ii. Pendapatan dan beban dijabarkan dengan menggunakan kurs yang berlaku pada tanggal transaksi atau, bila memenuhi syarat, kurs rata-rata periode tersebut.
iii. Seluruh selisih kurs yang timbul diakui dalam penghasilan komprehensif lain.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

e. Foreign currency translation (continued)

Transactions and Balances

Foreign currency transactions are translated into the functional currency using the exchange rates prevailing at the dates of the transactions. At each reporting date, monetary assets and liabilities denominated in foreign currency are translated into the functional currency using the closing exchange rate. Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation at period-end exchange rates of monetary assets and liabilities denominated in foreign currencies are recognised in profit or loss.

The exchange rates of the United States Dollar (US Dollar or US$) against the Indonesian Rupiah used by the Group were Rp16,720 and Rp16,162 per US$1 as of December 31, 2025 and December 31, 2024, respectively, representing the JISDOR rate and the middle rate published by Bank Indonesia.

Translation of Subsidiaries' Financial Statements

The results of the operations and the financial position of all subsidiaries within the Group that have different functional currency from the Group's presentation currencies are translated into the Group's presentation currency as follows:

i. Assets and liabilities, both monetary and non-monetary, are translated using the closing rate of exchange.
ii. Revenue and expenses are translated using transactions date exchange rate or, if applicable, the average rate for the period.
iii. All of the resulting exchange differences are recognised in other comprehensive income.

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2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

f. Transaksi dengan Pihak Berelasi

Perusahaan dan entitas anaknya melakukan transaksi dengan pihak berelasi sesuai dengan definisi yang diuraikan pada PSAK 224: Pengungkapan Pihak-pihak Berelasi.

Transaksi ini dilakukan berdasarkan persyaratan yang disetujui oleh kedua belah pihak, yang mungkin tidak sama dengan transaksi lain yang dilakukan dengan pihak-pihak yang tidak berelasi. Transaksi dan saldo yang material dengan pihak berelasi diungkapkan dalam Catatan 26.

Kecuali diungkapkan khusus sebagai pihak berelasi, maka pihak-pihak lain yang disebutkan dalam Catatan atas laporan keuangan konsolidasian merupakan pihak tidak berelasi.

g. Pendapatan dari Kontrak dengan Pelanggan dan Pengakuan Beban

Pengakuan pendapatan harus memenuhi lima langkah penilaian:

a. Identifikasi kontrak dengan pelanggan;
b. Identifikasi kewajiban pelaksanaan dalam kontrak. Kewajiban pelaksanaan adalah janji dalam kontrak untuk mentransfer barang atau jasa yang berbeda kepada pelanggan;
c. Tentukan harga transaksi. Harga transaksi adalah jumlah imbalan yang diharapkan menjadi hak entitas sebagai imbalan untuk mentransfer barang atau jasa yang dijanjikan kepada pelanggan. Jika pertimbangan yang dijanjikan dalam kontrak mencakup jumlah variabel, Grup memperkirakan jumlah imbalan yang diharapkan berhak sebagai imbalan atas pengalihan barang atau jasa yang dijanjikan kepada pelanggan dikurangi perkiraan jumlah jaminan tingkat layanan yang akan dibayarkan selama masa kontrak.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

f. Transactions with Related Parties

The company and subsidiaries have transactions with related parties as defined in PSAK 224: Related Party Disclosures.

The transactions are made based on terms agreed by the parties, which may not be the same as those made with unrelated parties. Significant transactions and balances with related parties are disclosed in Note 26.

Unless specifically identified as related parties, the parties disclosed in the Notes to the consolidated financial statements are unrelated parties.

g. Revenue from Contracts with Customers and Recognition of Expenses

Revenue recognition must fulfill five steps of assessment:

a. Identify contract(s) with a customer;
b. Identify the performance obligations in the contract. Performance obligations are promises in a contract to transfer to a customer goods or services that are distinct;
c. Determine the transaction price. Transaction price is the amount of consideration to which an entity expects to be entitled in exchange for transferring promised goods or services to a customer. If the consideration promised in a contract includes a variable amount, the Group estimates the amount of consideration to which it expects to be entitled in exchange for transferring the promised goods or services to a customer less the estimated amount of service level guarantee which will be paid during the contract period.

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2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

g. Pendapatan dari Kontrak dengan Pelanggan dan Pengakuan Beban (lanjutan)

Pengakuan pendapatan harus memenuhi lima langkah penilaian: (lanjutan)

d. Alokasikan harga transaksi untuk setiap kewajiban pelaksanaan atas dasar harga jual berdiri sendiri relatif dari setiap barang atau jasa berbeda yang dijanjikan dalam kontrak. Jika hal ini tidak dapat diamati secara langsung, harga jual berdiri sendiri relatif diestimasi berdasarkan biaya ekspektasian ditambah margin.
e. Mengakui pendapatan ketika kewajiban pelaksanaan dipenuhi dengan mentransfer barang atau jasa yang dijanjikan kepada pelanggan (yaitu ketika pelanggan memperoleh kendali atas barang atau jasa tersebut).

Pendapatan dari penjualan produk

Pendapatan Grup terutama berasal dari penjualan produk dimana pendapatan diukur pada nilai wajar pembayaran yang diterima, tidak termasuk diskon, rabat dan Pajak Pertambahan Nilai ("PPN").

Pendapatan dari penjualan produk diakui pada saat kewajiban pelaksanaan dipenuhi Grup pada waktu tertentu, yaitu saat pengendalian atas produk telah beralih kepada pelanggan.

Perjanjian penjualan tertentu diakui menggunakan harga penjualan sementara pada saat tanggal pengiriman. Harga final ditentukan berdasarkan harga acuan seperti London Metal Exchange ("LME"). Penjualan jenis ini mengandung instrumen derivatif melekat yang berhubungan erat dan tidak dicatat secara terpisah dari kontrak utama penjualan. Pada tanggal pelaporan, harga penjualan sementara disesuaikan dengan harga estimasi terbaik dengan melakukan penyesuaian atas penjualan.

Beban

Beban diakui pada saat terjadinya (asas akrual).

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

g. Revenue from Contracts with Customers and Recognition of Expenses (continued)

Revenue recognition must fulfill five steps of assessment: (continued)

d. Allocate the transaction price to each performance obligation based on the relative stand-alone selling prices of each distinct good or service promised in the contract. If these are not directly observable, the relative stand-alone selling price is estimated based on expected cost plus margin.
e. Recognise revenue when the performance obligation is satisfied by transferring the promised goods or services to a customer (which is when the customer obtains control of those goods or services).

Revenue from sale of products

The Group's revenue mainly represents the sale of products in which revenue is measured at the fair value of the consideration received, excluding discounts, rebates and Value Added Tax ("VAT").

Revenue from the sale of products is recognised when the performance obligation is satisfied by the Group at the point in time when the control of products has been transferred to the customer.

Certain sale agreements provide for the provisional pricing of sales at the time of shipment. The final pricing is based on the price benchmark i.e. London Metal Exchange ("LME") price. This provisional sale contains an embedded derivative closely related to and not recorded separately from the host sales contract. At the reporting date, the provisionally priced sales are adjusted to the best estimated price with the adjustments recorded in sales.

Expenses

Expenses are recognised as incurred (accrual basis).

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2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

h. Kas dan setara kas dan deposito berjangka

Kas dan setara kas dalam laporan posisi keuangan konsolidasian yang terdiri dari kas dan bank serta deposito jangka pendek yang jatuh tempo dalam waktu tiga (3) bulan atau kurang, yang dapat segera dikonversikan menjadi kas dalam jumlah yang dapat ditentukan dan memiliki risiko perubahan nilai yang tidak signifikan.

Deposito berjangka yang jatuh temponya lebih dari tiga bulan sejak penempatan disajikan terpisah sebagai akun deposito berjangka di laporan posisi keuangan konsolidasian.

i. Persediaan

Persediaan barang jadi diukur berdasarkan biaya perolehan atau nilai realisasi bersih, mana yang lebih rendah. Biaya perolehan ditentukan dengan menggunakan metode rata- rata tertimbang. Biaya perolehan barang jadi dan barang dalam proses terdiri dari biaya bahan baku, tenaga kerja serta alokasi biaya *overhead* langsung maupun tidak langsung baik yang bersifat tetap maupun variabel. Nilai realisasi neto adalah estimasi harga jual dalam kegiatan usaha biasa setelah dikurangi dengan estimasi biaya penyelesaian dan estimasi biaya yang timbul untuk penjualan. Bagian lancar persediaan ditentukan dari ekspektasi jumlah yang akan diproses dalam 12 bulan. Persediaan yang tidak diharapkan akan diproses dalam 12 bulan diklasifikasikan sebagai tidak lancar.

Biaya yang dikeluarkan untuk setiap produk agar berada pada lokasi dan kondisi siap untuk dijual dicatat sebagai berikut:

i) Bahan baku, suku cadang dan bahan pendukung lainnya: harga pembelian;
ii) Barang jadi dan persediaan dalam proses: biaya bahan baku dan tenaga kerja langsung dan bagian proporsional dari beban overhead berdasarkan kapasitas operasi normal namun tidak termasuk biaya pinjaman.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

h. Cash and cash equivalents and time deposits

Cash and cash equivalents in the statements of consolidated financial position comprise cash on hand and in banks and short-term deposits with a maturity of three (3) months or less, that are readily convertible to a known amount of cash and subject to an insignificant risk of changes in value.

Time deposits with maturities more than three months from placement date are presented separately as the time deposits account in the consolidated statement of financial position.

i. Inventories

The finished goods inventory is measured at the lower of cost or net realisable value. Cost is determined using the weighted-average method. The cost of finished goods and work in progress products comprises materials, labour and an appropriate proportion of directly attributable fixed and variable overheads. Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs of completion and estimated cost necessary to make the sale. The current portion of inventories is determined based on the expected amounts to be processed within the next 12 months. Inventories not expected to be processed within the next 12 months are classified as non-current.

Costs incurred in bringing each product to its present location and condition are accounted for as follow:

i) Raw materials, spare parts and other consumables supplies: purchase cost;
ii) Finished goods and work in-process: cost of direct materials and labor and a proportion of manufacturing overheads based on normal operating capacity but excluding borrowing costs.

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2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

i. Persediaan (lanjutan)

Sehubungan dengan pembelian bahan baku, biaya perolehan awal persediaan termasuk pengalihan keuntungan dan kerugian atas lindung nilai arus kas kualifikasian, diakui dalam PKL.

Grup menetapkan penyisihan untuk nilai realisasi neto persediaan berdasarkan hasil penelaahan berkala atas kondisi fisik dan nilai realisasi neto persediaan.

j. Instrumen keuangan

Instrumen keuangan adalah setiap kontrak yang menambah nilai aset keuangan bagi satu entitas dan liabilitas keuangan atau ekuitas bagi entitas lain.

Aset keuangan

Pengakuan dan Pengukuran Awal

Aset keuangan diklasifikasikan pada saat pengakuan awal untuk selanjutnya diukur pada biaya perolehan diamortisasi, nilai wajar melalui penghasilan komprehensif lain ("NWPKL"), atau nilai wajar melalui laba rugi ("NWLR").

Pada pengakuan awal, Grup mengukur aset keuangan pada nilai wajarnya ditambah biaya transaksi, dalam hal aset keuangan tidak diukur pada nilai wajar melalui laba rugi ("NWLR"). Piutang usaha yang tidak mengandung komponen pembiayaan yang signifikan, dimana Grup telah menerapkan cara praktis, yaitu diukur pada harga transaksi yang ditentukan sesuai PSAK 115: Pendapatan dari kontrak dengan pelanggan, seperti diungkapkan pada Catatan 2g.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

i. Inventories (continued)

Initial cost of inventories includes the transfer of gains and losses on qualifying cash flow hedges, recognized in OCI, in respect of the purchases of raw materials.

The Group provides allowance for net realizable value of inventories based on periodic reviews of the physical conditions and net realizable values of the inventories.

j. Financial instrument

A financial instrument is any contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another entity.

Financial assets

Initial Recognition and Measurement

Financial assets are classified, at initial recognition, as subsequently measured at amortized cost, fair value through other comprehensive income ("FVOCI"), and fair value through profit or loss ("FVTPL").

At initial recognition, the Group measures a financial asset at its fair value plus transaction costs, in the case of a financial asset not at fair value through profit or loss ("FVTPL"). Trade receivables that do not contain a significant financing component, for which the Group has applied the practical expedient are measured at the transaction price determined under PSAK 115: Revenue from contracts with customers, as disclosed in Note 2g.

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2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

j. Instrumen keuangan (lanjutan)

Aset keuangan (lanjutan)

Pengakuan dan Pengukuran Awal (lanjutan)

Agar aset keuangan diklasifikasikan dan diukur pada biaya perolehan diamortisasi atau NWPKL, aset keuangan harus menghasilkan arus kas yang semata dari pembayaran pokok dan bunga ("SPPB") dari jumlah pokok terutang. Penilaian ini disebut sebagai uji SPPB dan dilakukan pada tingkat instrumen.

Model bisnis Grup untuk mengelola aset keuangan mengacu pada bagaimana mereka mengelola aset keuangannya untuk menghasilkan arus kas. Model bisnis menentukan apakah arus kas akan dihasilkan dari penerimaan arus kas kontraktual, penjualan aset keuangan, atau keduanya.

Pengukuran Selanjutnya

Untuk tujuan pengukuran selanjutnya, aset keuangan diklasifikasikan dalam empat kategori:

- Aset keuangan pada biaya perolehan diamortisasi (instrumen utang),
- Aset keuangan pada NWPKL dengan pendauran laba dan rugi kumulatif (instrumen utang),
- Aset keuangan pada NWPKL tanpa pendauran laba dan rugi kumulatif setelah penghentian pengakuan (instrumen ekuitas), dan
- Nilai wajar melalui laba rugi (NWLR).

Pengukuran selanjutnya dari aset keuangan tergantung kepada klasifikasi masing-masing aset keuangan seperti berikut ini:

Aset keuangan pada biaya perolehan diamortisasi (instrumen utang)

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

j. Financial instrument (continued)

Financial assets (continued)

Initial Recognition and Measurement (continued)

In order for a financial asset to be classified and measured at amortized cost or FVOCI, it needs to give rise to cash flows that are 'solely payments of principal and interest ("SPPI")' on the principal amount outstanding. This assessment is referred to as the SPPI test and is performed at an instrument level.

The Group's business model for managing financial assets refers to how it manages its financial assets in order to generate cash flows. The business model determines whether cash flows will result from collecting contractual cash flows, selling the financial assets, or both.

Subsequent Measurement

For purposes of subsequent measurement, financial assets are classified in four categories:

- *Financial assets at amortized cost (debt instruments),*
- *Financial assets at FVOCI with recycling of cumulative gains and losses (debt instruments),*
- *Financial assets designated at FVOCI with no recycling of cumulative gains and losses upon derecognition (equity instruments), and*
- *Fair value through profit or loss (FVTPL).*

The subsequent measurement of financial assets depends on their classification as described below:

Financial assets at amortized cost (debt instruments)

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2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

j. Instrumen keuangan (lanjutan)

Aset keuangan (lanjutan)

Grup mengukur aset keuangan pada biaya perolehan diamortisasi jika kedua kondisi berikut terpenuhi:

- Aset keuangan dimiliki dalam model bisnis dengan tujuan untuk memiliki aset keuangan dalam rangka mendapatkan arus kas kontraktual, dan
- Persyaratan kontraktual dari aset keuangan menghasilkan arus kas pada tanggal tertentu yang merupakan SPPB dari jumlah pokok terutang.

Aset keuangan yang diukur pada biaya perolehan diamortisasi selanjutnya diukur dengan menggunakan metode suku bunga efektif ("SBE") dan menjadi subjek penurunan nilai. Keuntungan dan kerugian diakui dalam laba rugi pada saat aset dihentikan pengakuannya, dimodifikasi atau diturunkan nilainya.

Aset keuangan Grup yang diukur pada biaya perolehan diamortisasi termasuk kas dan setara kas, deposito berjangka, piutang usaha, piutang lain-lain, dan aset keuangan tidak lancar lainnya.

Aset keuangan pada NWPKL dengan pendauran laba dan rugi kumulatif (instrumen utang).

Untuk instrumen utang yang diukur pada NWPKL, pendapatan bunga, revaluasi mata uang asing dan kerugian penurunan nilai atau pembalikan diakui dalam laporan laba rugi dan dihitung dengan cara yang sama seperti untuk aset keuangan yang diukur pada biaya perolehan diamortisasi. Perubahan nilai wajar yang tersisa diakui di PKL. Pada saat penghentian pengakuan, perubahan nilai wajar kumulatif yang diakui di PKL direklasifikasi ke laba rugi.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

j. Financial instrument (continued)

Financial assets (continued)

The Group measures financial assets at amortized cost if both of the following conditions are met:

- *The financial asset is held within a business model with the objective to hold financial assets in order to collect contractual cash flows, and*
- *The contractual terms of the financial asset give rise on specified dates to cash flows that are SPPI on the principal amount outstanding.*

Financial assets at amortized cost are subsequently measured using the effective interest ("EIR") method and are subject to impairment. Gains and losses are recognized in profit or loss when the asset is derecognized, modified or impaired.

The Group's financial assets at amortized cost includes cash and cash equivalents, time deposits, trade receivables, other receivables, and other non-current financial assets.

Financial assets at FVOCI with recycling of cumulative gains and losses (debt instruments).

For debt instruments at FVOCI, interest income, foreign exchange revaluation and impairment losses or reversals are recognized in the statement of profit or loss and computed in the same manner as for financial assets measured at amortized cost. The remaining fair value changes are recognized in OCI. Upon derecognition, the cumulative fair value change recognized in OCI is recycled to profit or loss.

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2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

j. Instrumen keuangan (lanjutan)

Aset keuangan (lanjutan)

Instrumen utang Grup yang diukur pada NWPKL termasuk investasi pada instrumen utang dengan kuotasi yang termasuk dalam aset keuangan tidak lancar lainnya.

Aset keuangan pada NWPKL tanpa pendauran laba dan rugi kumulatif setelah penghentian pengakuan (instrumen ekuitas).

Pada pengakuan awal, Grup dapat memilih untuk menetapkan klasifikasi yang tidak dapat dikembalikan atas investasi pada instrumen ekuitas sebagai NWPKL jika memenuhi definisi ekuitas sesuai PSAK 232: Instrumen keuangan: Penyajian dan tidak dimiliki untuk diperdagangkan. Klasifikasi ditentukan atas basis instrumen per instrumen.

Keuntungan dan kerugian atas aset keuangan ini tidak pernah didaur ke laba rugi, dan aset keuangan ini tidak menjadi subjek penurunan nilai. Dividen diakui sebagai penghasilan lain-lain dalam laba rugi pada saat hak atas pembayaran telah ditetapkan.

Grup memilih untuk mengklasifikasi secara takterbatalkan investasi ekuitas yang tidak terdaftar di bursa masuk dalam kategori ini.

Aset Keuangan pada nilai wajar melalui laba rugi ("NWLR")

Aset keuangan pada NWLR tercatat dalam laporan posisi keuangan pada nilai wajar dengan perubahan neto nilai wajar yang diakui dalam laporan laba rugi.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

j. Financial instrument (continued)

Financial assets (continued)

The Group's debt instruments at FVOCI include investments in quoted debt instruments included under other non-current financial assets.

Financial assets designated at FVOCI with no recycling of cumulative gains and losses upon derecognition (equity instruments).

Upon initial recognition, the Group can elect to classify irrevocably its investments in equity instruments at FVOCI when they meet the definition of equity under PSAK 232: Financial instruments: Presentation *and are not held for trading. The classification is determined on an instrument-by-instrument basis.*

Gains and losses on these financial assets are never recycled to profit or loss, and these financial assets are not subject to impairment assessment. Dividends are recognized as other income in the profit or loss when the right of payment has been established.

The Group elected to classify irrevocably its non-listed equity investments under this category.

Financial assets at fair value through profit or loss ("FVTPL")

Financial assets at FVTPL are carried in the statement of financial position at fair value with net changes in fair value recognized in the statement of profit or loss.

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2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

j. Instrumen keuangan (lanjutan)

Aset keuangan (lanjutan)

Kategori ini termasuk instrumen derivatif dan investasi ekuitas yang diperdagangkan di bursa efek yang mana oleh Grup diklasifikasikan secara takterbatalkan pada NWPKL. Dividen atas investasi ekuitas yang tercatat di bursa diakui sebagai pendapatan lain-lain dalam laporan laba rugi pada saat hak atas pembayaran telah ditetapkan.

Derivatif melekat dalam kontrak hibrida, dengan liabilitas keuangan atau kontrak utama nonkeuangan, dipisahkan dari kontrak utamanya dan dicatat sebagai derivatif terpisah jika: karakteristik ekonomi dan risiko tidak berkaitan erat dengan kontrak utamanya; instrumen terpisah dengan persyaratan yang sama dengan derivatif melekat akan memenuhi definisi derivatif; dan kontrak hibrida ini tidak diukur pada NWLR. Derivatif melekat diukur pada nilai wajar dengan perubahan nilai wajar diakui dalam laba rugi. Penilaian ulang hanya terjadi jika terdapat perubahan baik dalam persyaratan kontrak yang secara signifikan mengubah arus kas yang sebaliknya akan diperlukan, atau reklasifikasi aset keuangan di luar dari kategori NWLR.

Penghentian Pengakuan

Aset keuangan (atau, sesuai dengan kondisinya, bagian dari aset keuangan atau bagian dari kelompok aset keuangan serupa) terutama dihentikan pengakuannya (yaitu, dihapuskan dari laporan posisi keuangan konsolidasian Grup) ketika:

- Hak untuk menerima arus kas dari aset telah berakhir;

Atau

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

j. Financial instrument (continued)

Financial assets (continued)

This category includes derivative instruments and listed equity investments which the Group had not irrevocably elected to classify at FVOCI. Dividends on listed equity investments are recognized as other income in the statement of profit or loss when the right of payment has been established.

A derivative embedded in a hybrid contract, with a financial liability or non-financial host, is separated from the host and accounted for as a separate derivative if: the economic characteristics and risks are not closely related to the host; a separate instrument with the same terms as the embedded derivative would meet the definition of a derivative; and the hybrid contract is not measured at FVTPL. Embedded derivatives are measured at fair value with changes in fair value recognized in profit or loss. Reassessment only occurs if there is either a change in the terms of the contract that significantly modifies the cash flows that would otherwise be required or a reclassification of a financial asset out of the FVTPL category.

Derecognition

A financial asset (or, where applicable, a part of a financial asset or part of a group of similar financial assets) is primarily derecognized (i.e., removed from the Group's consolidated statement of financial position) when:

- *The rights to receive cash flows from the asset have expired;*

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2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

j. Instrumen keuangan (lanjutan)

Penghentian Pengakuan (lanjutan)

- Grup telah mengalihkan haknya untuk menerima arus kas dari aset atau menanggung kewajiban untuk membayar arus kas yang diterima tersebut secara penuh tanpa penundaan yang material kepada pihak ketiga berdasarkan kesepakatan '*pass-through*', dan salah satu dari (a) Grup telah mengalihkan secara substansial seluruh risiko dan manfaat atas aset, atau (b) Grup tidak mengalihkan maupun tidak memiliki secara substansial atas seluruh risiko dan manfaat atas aset, tetapi telah mengalihkan kendali atas aset.

Ketika Grup telah mengalihkan haknya untuk menerima arus kas dari suatu aset atau telah menandatangani kesepakatan '*pass-through*', Grup mengevaluasi jika, dan sejauh mana, Grup masih mempertahankan risiko dan manfaat atas kepemilikan aset. Ketika Grup tidak mengalihkan maupun seluruh risiko dan manfaat atas aset dipertahankan secara substansial, maupun tidak mengalihkan kendali atas aset, Grup tetap mengakui aset yang dialihkan sebesar keterlibatan berkelanjutannya. Dalam kasus tersebut, Grup juga mengakui liabilitas terkait. Aset yang dialihkan dan liabilitas terkait diukur dengan basis yang mencerminkan hak dan kewajiban yang masih dipertahankan oleh Grup.

Keterlibatan berkelanjutan dalam bentuk jaminan atas aset yang ditransfer, diukur pada nilai yang lebih rendah antara jumlah tercatat awal aset dan jumlah maksimum imbalan yang dibutuhkan oleh Grup untuk membayar kembali.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

j. Financial instrument (continued)

Derecognition (continued)

- *The Group has transferred its rights to receive cash flows from the asset or has assumed an obligation to pay the received cash flows in full without material delay to a third party under a 'pass-through' arrangement; and either (a) the Group has transferred substantially all the risks and rewards of the asset, or (b) the Group has neither transferred nor retained substantially all the risks and rewards of the asset, but has transferred control of the asset.*

When the Group has transferred its rights to receive cash flows from an asset or has entered into a pass-through arrangement, it evaluates if, and to what extent, it has retained the risks and rewards of ownership. When it has neither transferred nor retained substantially all of the risks and rewards of the asset, nor transferred control of the asset, the Group continues to recognize the transferred asset to the extent of its continuing involvement. In that case, the Group also recognizes an associated liability. The transferred asset and the associated liability are measured on a basis that reflects the rights and obligations that the Group has retained.

Continuing involvement that takes the form of a guarantee over the transferred asset is measured at the lower of the original carrying amount of the asset and the maximum amount of consideration that the Group could be required to repay.

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2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

j. Instrumen keuangan (lanjutan)

Aset Keuangan (lanjutan)

Penurunan Nilai

Grup menilai dengan basis *forward-looking* kerugian kredit ekspektasian terkait dengan instrumen utangnya yang dicatat pada biaya perolehan diamortisasi dan nilai wajar melalui penghasilan komprehensif lain. Metodologi penurunan nilai yang diterapkan tergantung pada apakah telah terjadi peningkatan risiko kredit yang signifikan. Catatan 28 merinci bagaimana grup menentukan apakah telah terjadi peningkatan risiko kredit yang signifikan.

Grup mengakui penyisihan Kerugian Kredit Ekspektasian (KKE) untuk semua instrumen utang yang bukan diukur pada NWLR dan kontrak jaminan keuangan. KKE ditentukan atas perbedaan antara arus kas kontraktual menurut kontrak dan semua arus kas yang diharapkan akan diterima oleh Grup, yang didiskontokan dengan perkiraan SBE orisinal. Arus kas yang diharapkan mencakup setiap arus kas dari penjualan agunan yang dimiliki atau perbaikan kredit lainnya yang merupakan bagian yang tidak terpisahkan dalam ketentuan kontrak.

KKE diakui dalam dua tahap. Bila belum terdapat peningkatan risiko kredit signifikan sejak pengakuan awal, KKE diakui untuk kerugian kredit yang dihasilkan dari peristiwa gagal bayar yang mungkin terjadi dalam jangka waktu 12 bulan ke depan (KKE 12 bulan). Namun, bila telah terdapat peningkatan signifikan risiko kredit sejak pengakuan awal, penyisihan kerugian diakui untuk kerugian kredit yang diperkirakan selama sisa umur aset, tanpa mempertimbangkan waktu gagal bayar (KKE sepanjang umurnya).

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

j. Financial Instrument (continued)

Financial Assets (continued)

Impairment

The Group assesses on a forward-looking basis the expected credit losses associated with its debt instruments carried at amortized cost and FVOCI. The impairment methodology applied depends on whether there has been a significant increase in credit risk. Note 28 details how the group determines whether there has been a significant increase in credit risk.

The Group recognizes an allowance for ECL for all debt instruments not held at FVTPL and financial guarantee contracts. ECLs are based on the difference between the contractual cash flows due in accordance with the contract and all the cash flows that the Group expects to receive, discounted at an approximation of the original EIR. The expected cash flows include any cash flows from the sale of collateral held or other credit enhancements that are integral to The contractual terms.

ECLs are recognized in two stages. When there has not been a significant increases in credit risks since initial recognition, ECLs are provided for credit losses that result from default events that are possible within the next 12-months (a 12-month ECL). But, when there have been significant increases in credit risks since initial recognition, a loss allowance is recognized for credit losses expected over the remaining life of the asset, irrespective of timing of the default (a lifetime ECL).

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2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

j. Instrumen Keuangan (lanjutan)

Aset Keuangan (lanjutan)

Penurunan Nilai (lanjutan)

Karena aset kontrak, piutang usaha dan piutang lain-lainnya tidak memiliki komponen pembiayaan signifikan, Grup menerapkan pendekatan yang disederhanakan dalam perhitungan KKE. Oleh karena itu, Grup tidak menelusuri perubahan dalam risiko kredit, namun justru mengakui penyisihan kerugian berdasarkan KKE sepanjang umurnya pada setiap tanggal pelaporan. Grup membentuk matriks provisi berdasarkan pengalaman kerugian kredit masa lampau, disesuaikan dengan perkiraan masa depan (*forward-looking*) atas faktor yang spesifik untuk debitur dan lingkungan ekonomi.

Grup menganggap aset keuangan dalam gagal bayar ketika pembayaran kontraktual telah lewat 90 hari dari tanggal jatuh tempo. Namun, dalam kasus tertentu, Grup juga dapat mempertimbangkan aset keuangan menjadi gagal bayar ketika informasi internal atau eksternal menunjukkan bahwa besar kemungkinan Grup tidak menerima jumlah kontraktual terutang secara penuh sebelum memperhitungkan perbaikan kredit yang dimiliki oleh Grup. Aset keuangan dihapuskan jika tidak terdapat ekspektasi yang wajar untuk memulihkan arus kas kontraktual.

Liabilitas Keuangan

Pengakuan dan Pengukuran Awal

Liabilitas keuangan diklasifikasikan, pada pengakuan awal, sebagai liabilitas keuangan yang diukur pada NWLR, utang dan pinjaman atau derivatif ditetapkan sebagai instrumen lindung nilai pada lindung nilai yang efektif, sesuai dengan kondisinya.

Semua liabilitas keuangan diakui pada nilai wajar saat pengakuan awal dan, dalam hal liabilitas keuangan di klasifikasi sebagai utang dan pinjaman, diakui pada nilai wajar setelah dikurangi biaya transaksi yang dapat diatribusikan secara langsung.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

j. Financial Instrument (continued)

Financial Assets (continued)

Impairment (continued)

Because its contract assets, trade and other receivables do not contain significant financing component, the Group applies a simplified approach in calculating ECL. Therefore, the Group does not track changes in credit risk, but instead recognizes a loss allowance based on lifetime ECL at each reporting date. The Group established a provision matrix that is based on its historical credit loss experience, adjusted for forward-looking factors specific to the debtors and the economic environment.

The Group considers a financial asset in default when contractual payments are 90 days past due. However, in certain cases, the Group may also consider a financial asset to be in default when internal or external information indicates that the Group is unlikely to receive the outstanding contractual amounts in full before taking into account any credit enhancements held by the Group. A financial asset is written off when there is no reasonable expectation of recovering the contractual cash flows.

Financial Liabilities

Initial Recognition and Measurement

Financial liabilities are classified, at initial recognition, as financial liabilities at FVTPL, loans and borrowings, or as derivatives designated as hedging instruments in an effective hedge, as appropriate.

All financial liabilities are recognized initially at fair value and, in the case of loans and borrowings and payables, net of directly attributable transaction costs.

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2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

j. Instrumen Keuangan (lanjutan)

Liabilitas Keuangan (lanjutan)

Pengakuan dan Pengukuran Awal (lanjutan)

Grup menetapkan liabilitas keuangannya sebagai utang dan pinjaman, seperti utang usaha dan lain-lain, biaya masih harus dibayar, liabilitas imbalan kerja jangka pendek, utang bank dan utang pihak berelasi.

Pengukuran Selanjutnya

Pengukuran selanjutnya dari liabilitas keuangan ditentukan oleh klasifikasinya sebagai berikut:

Liabilitas keuangan pada NWLR

Liabilitas keuangan yang diukur pada NWLR mencakup liabilitas keuangan yang dimiliki untuk diperdagangkan dan liabilitas keuangan yang diukur pada NWLR yang ditetapkan saat pengakuan awal.

Liabilitas keuangan diklasifikasikan sebagai dimiliki untuk diperdagangkan, jika liabilitas keuangan tersebut diperoleh untuk tujuan dibeli kembali dalam waktu dekat. Kategori ini juga mencakup instrumen keuangan derivatif yang dilakukan oleh Grup dimana instrumen derivatif tersebut tidak ditetapkan sebagai instrumen lindung nilai dalam hubungan lindung nilai sebagaimana didefinisikan dalam PSAK 109: Instrumen keuangan. Derivatif melekat yang dipisahkan juga diklasifikasikan sebagai dimiliki untuk diperdagangkan kecuali ditetapkan sebagai instrumen lindung nilai yang efektif.

Keuntungan atau kerugian atas liabilitas yang dimiliki untuk diperdagangkan diakui dalam laporan laba rugi.

Liabilitas keuangan yang diukur pada NWLR yang ditetapkan saat pengakuan awal harus memenuhi kriteria dalam PSAK 109 dan ditetapkan pada tanggal pengakuan awal. Grup tidak menetapkan liabilitas keuangan apa pun sebagai liabilitas yang diukur pada NWLR.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

j. Financial Instrument (continued)

Financial Liabilities (continued)

Initial Recognition and Measurement (continued)

The Group designates its financial liabilities as loans and borrowings, such as trade and other payables, accrued expense, bank loans and due to related parties.

Subsequent Measurement

The subsequent measurement of financial liabilities depends on their classification as described below:

Financial liabilities at FVTPL

Financial liabilities at FVTPL include financial liabilities held for trading and financial liabilities designated upon initial recognition as at FVTPL.

Financial liabilities are classified as held for trading if they are incurred for the purpose of repurchasing in the near term. This category also includes derivative financial instruments enter into by the Group that are not designated as hedging instruments in hedge relationships as defined by PSAK 109: Financial instruments. Separated embedded derivatives are also classified as held for trading unless they are designated as effective hedging instruments.

Gains or losses on liabilities held for trading are recognized in the statement of profit or loss.

Financial liabilities designated upon initial recognition at FVTPL are designated at the initial date of recognition, and only if the criteria in PSAK 109 are satisfied. The Group has not designated any financial liability as at FVTPL.

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2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL IKHTISAR (lanjutan)

j. Instrumen Keuangan (lanjutan)

Liabilitas Keuangan (lanjutan)

Pengukuran Selanjutnya (lanjutan)

Liabilitas keuangan pada biaya perolehan diamortisasi (Utang dan pinjaman)

i) Utang dan Pinjaman Jangka Panjang yang Dikenakan Bunga

Setelah pengakuan awal, utang dan pinjaman jangka panjang yang berbunga diukur pada biaya perolehan yang diamortisasi dengan menggunakan metode SBE. Pada tanggal pelaporan, biaya bunga yang masih harus dibayar dicatat secara terpisah, dari pokok pinjaman terkait, dalam bagian liabilitas jangka pendek. Keuntungan dan kerugian diakui pada laba rugi ketika liabilitas dihentikan pengakuannya maupun melalui proses amortisasi menggunakan metode SBE.

Biaya amortisasi dihitung dengan mempertimbangkan setiap diskonto atau premium atas akuisisi dan komisi atau biaya yang merupakan bagian tidak terpisahkan dari SBE. Amortisasi SBE dicatat sebagai beban keuangan pada laba rugi.

ii) Utang dan Akrual

Liabilitas untuk utang usaha dan utang lain-lain jangka pendek, biaya masih harus dibayar dan liabilitas imbalan kerja jangka pendek dinyatakan sebesar jumlah tercatat (jumlah nosional), yang kurang lebih sebesar nilai wajarnya.

Penghentian Pengakuan

Suatu liabilitas keuangan dihentikan pengakuannya pada saat kewajiban yang ditetapkan dalam kontrak berakhir atau dibatalkan atau kedaluwarsa.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

j. Financial Instrument (continued)

Financial Liabilities (continued)

Subsequent Measurement (continued)

Financial liabilities at amortized cost (Loans and borrowings)

i) Long-term Interest-bearing Loans and Borrowings

Subsequent to initial recognition, long-term interest-bearing loans and borrowings are measured at amortized acquisition costs using EIR method. At the reporting dates, accrued interest is recorded separately from the associated borrowings within the current liabilities section. Gains and losses are recognized in the profit or loss when the liabilities are derecognized as well as through the EIR amortization process.

Amortized cost is calculated by taking into account any discount or premium on acquisition and fees or costs that are an integral part of the EIR. The EIR amortization is included in finance costs in the profit or loss.

ii) Payables and Accruals

Liabilities for current trade and other accounts payable, accrued expenses and short-term employee benefit liability are stated at carrying amounts (notional amounts), which approximate their fair values.

Derecognition

A financial liability is derecognized when the obligation under the contract is discharged or cancelled or expires.

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2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL IKHTISAR (lanjutan)

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

j. Instrumen Keuangan (lanjutan)

j. Financial Instruments (continued)

Liabilitas Keuangan (lanjutan)

Financial Liabilities (continued)

Penghentian Pengakuan (lanjutan)

Ketika sebuah liabilitas keuangan ditukar dengan liabilitas keuangan lain dari pemberi pinjaman yang sama atas persyaratan yang secara substansial berbeda, atau bila persyaratan dari liabilitas keuangan tersebut secara substansial dimodifikasi, pertukaran atau modifikasi persyaratan tersebut dicatat sebagai penghentian pengakuan liabilitas keuangan orisinal dan pengakuan liabilitas keuangan baru, dan selisih antara nilai tercatat masing-masing liabilitas keuangan tersebut diakui pada laba rugi.

Derecognition (continued)

When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as derecognition of the original liability and recognition of a new liability, and the difference in the respective carrying amounts is recognized in the profit or loss.

Saling Hapus Instrumen Keuangan

Offsetting of Financial Instruments

Aset keuangan dan liabilitas keuangan disaling hapuskan dan nilai netonya disajikan dalam laporan posisi keuangan konsolidasian jika, dan hanya jika, terdapat hak secara hukum untuk melakukan saling hapus atas jumlah tercatat dari aset keuangan dan liabilitas keuangan tersebut dan terdapat intensi untuk menyelesaikan secara neto, atau untuk merealisasikan aset dan menyelesaikan liabilitas secara bersamaan.

Financial assets and financial liabilities are offset, and the net amount reported in the consolidated statement of financial position if, and only if, there is a currently enforceable legal right to offset the recognized amounts and there is an intention to settle on a net basis, or to realize the assets and settle the liabilities simultaneously.

k. Aset tetap

k. Fixed assets

Aset tetap, kecuali hak atas tanah (Hak Guna Bangunan (HGB) dan Hak Pengelolaan Lahan (HPL), dinyatakan sebesar biaya perolehan dikurangi akumulasi depresiasi dan rugi penurunan nilai, jika ada. Biaya historis termasuk biaya yang dapat diatribusikan secara langsung pada saat akuisisi aset. Apabila terdapat kewajiban untuk membongkar dan memindahkan aset tetap maka beban yang terkait akan ditambahkan ke biaya perolehan aset tetap yang bersangkutan dan kewajiban atas biaya terkait tersebut diakui.

Fixed assets, except land rights (Building Right Titles (HGB) and Certificate of Management Rights (HPL), are stated at cost less accumulated depreciation and impairment loss, if any. Historical cost includes expenditure that is directly attributable to the acquisition of the items. In the case of mandatory dismantling and asset removals the related costs are added to the cost of the relevant assets and provisions are recognised to cover the costs.

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2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

k. Aset tetap (lanjutan)

Biaya-biaya setelah pengakuan awal aset diakui sebagai bagian dari nilai tercatat aset atau sebagai aset yang terpisah, sebagaimana mestinya, hanya apabila kemungkinan besar Grup akan mendapatkan manfaat ekonomis masa depan berkenaan dengan aset tersebut dan biaya perolehan aset dapat diukur dengan andal. Nilai tercatat komponen yang diganti dihapuskan. Biaya perbaikan dan pemeliharaan dibebankan ke dalam laporan laba-rugi dalam periode di mana biaya-biaya tersebut terjadi.

Setelah pengakuan awal, aset ini dinyatakan pada biaya perolehan dikurangi akumulasi penyusutan dan kerugian penurunan nilai.

Grup menganalisis fakta dan keadaan untuk masing-masing jenis hak atas tanah dalam menentukan akuntansi untuk masing-masing hak atas tanah tersebut sehingga dapat merepresentasikan dengan tepat suatu kejadian atau transaksi ekonomis yang mendasarinya.

Jika hak atas tanah tersebut tidak mengalihkan pengendalian atas aset pendasar kepada Grup, melainkan mengalihkan hak untuk menggunakan aset pendasar, Grup menerapkan perlakuan akuntansi atas transaksi tersebut sebagai sewa berdasarkan PSAK 116, "Sewa". Jika hak atas tanah secara substansi menyerupai pembelian tanah, maka Grup menerapkan PSAK 216, "Aset Tetap" yaitu hak atas tanah diakui sebesar harga perolehan dan tidak disusutkan.

Biaya legal awal untuk mendapatkan hak legal diakui sebagai bagian biaya akuisisi tanah.

Beban pemeliharaan dan perbaikan dibebankan pada laba rugi pada saat terjadinya. Beban pemugaran dan penambahan dalam jumlah besar dikapitalisasi kepada jumlah tercatat aset terkait bila besar kemungkinan bagi Grup manfaat ekonomi masa depan menjadi lebih besar dari standar kinerja awal yang ditetapkan sebelumnya dan disusutkan sepanjang sisa masa manfaat aset terkait.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

k. Fixed assets (continued)

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the Group and the cost of the item can be measured reliably. The carrying amounts of replaced parts are derecognised. All other repairs and maintenance are charged to profit or loss during the financial period in which they are incurred.

Subsequent to initial recognition, these assets are carried at cost less any subsequent accumulated depreciation and impairment losses.

The Group analyses the facts and circumstances for each type of land rights in determining the accounting for each of these land rights so that it can accurately represent the underlying economic event or transaction.

If the land rights do not transfer control of the underlying assets to the Group, but give the rights to use the underlying assets, the Group applies the accounting treatment of these transactions as leases under PSAK 116, "Leases". If the land rights are substantially similar to land purchases, the Group applies PSAK 216, "Property, Plant and Equipment" under which land rights are recognised at cost and not depreciated.

Initial legal costs incurred to obtain legal rights are recognised as part of the acquisition cost of the land.

Repairs and maintenance expenses are taken to the profit or loss when they are incurred. The cost of major renovation and restoration is included in the carrying amount of the related asset when it is probable that future economic benefits in excess of the originally assessed standard of performance of the existing asset will flow to the Group and is depreciated over the remaining useful life of the related asset.

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2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

k. Aset tetap (lanjutan)

Aset tetap didepresiasikan berdasarkan metode garis lurus dengan umur manfaat yang dinyatakan sebagai berikut:

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

k. Fixed assets (continued)

Fixed assets are depreciated using the straight-line method with useful life as follows:

	Tahun/ *Years*	
Hak atas tanah (Surat Keterangan Tanah)	30	*Land rights (Certificate of Land Entitlement)*
Struktur, bangunan, prasarana dan *river channel*	25 sampai/*to* 30 dan/*and* 50*)	*Structure, buildings, improvements and river channel*
Pabrik, mesin dan peralatan	5 sampai/*to* 30 dan/*and* 50*)	*Plant, machinery and equipment*
Peralatan kantor, rumah sakit, perumahan dan alat-alat perabot	5 sampai/*to* 30 dan/*and* 50*)	*Office, hospital, housing equipment and furniture and fixture*
Alat transportasi	5	*Transportation equipment*

*) Umur aset tetap 50 tahun hanya untuk aset tetap yang ada di Perusahaan.

*) *Useful life of fixed assets of 50 years only for fixed assets in the Company.*

Jumlah tercatat aset ini direviu atas penurunan nilai jika terdapat peristiwa atau perubahan keadaan yang mengindikasikan bahwa jumlah tercatat mungkin tidak dapat seluruhnya terealisasi.

The carrying amounts of these assets are reviewed for impairment when events or changes in circumstances indicate that their carrying values may not be fully recoverable.

Jumlah tercatat komponen dari suatu aset dihentikan pengakuannya pada saat dilepaskan atau saat sudah tidak ada lagi manfaat ekonomi masa depan yang diharapkan dari penggunaan maupun pelepasannya. Keuntungan atau kerugian yang timbul dari penghentian pengakuan tersebut (ditentukan sebesar selisih antara jumlah hasil pelepasan neto dan jumlah tercatatnya) dimasukkan ke dalam laba rugi pada tahun penghentian pengakuan tersebut dilakukan.

The carrying amount of an item of these assets is derecognized upon disposal or when no future economic benefits are expected from its use or disposal. Any gain or loss arising from the derecognition of the asset (calculated as the difference between the net disposal proceeds and the carrying amount of the asset) is directly included in the profit or loss of year the item is derecognized.

Keuntungan atau kerugian atas pelepasan aset tetap diakui dalam laporan laba rugi.

Gains or losses on disposals of fixed assets are recognised in profit or loss.

Nilai sisa aset, masa manfaat dan metode depresiasi ditelaah dan jika perlu disesuaikan, pada setiap akhir periode pelaporan.

The assets' residual values, useful lives and depreciation method are reviewed and adjusted if appropriate, at the end of each reporting period.

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2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

k. Aset tetap (lanjutan)

Aset tetap dalam penyelesaian dicatat sebesar biaya perolehan, yang mencakup kapitalisasi beban pinjaman dan biaya-biaya lainnya yang terjadi sehubungan dengan pendanaan aset tetap dalam penyelesaian tersebut. Akumulasi biaya perolehan akan direklasifikasi ke akun "Aset Tetap" yang bersangkutan pada saat aset tetap tersebut telah selesai dikerjakan dan siap untuk digunakan. Aset tetap dalam penyelesaian tidak disusutkan sampai memenuhi syarat pengakuan sebagai aset tetap seperti diungkapkan di atas.

Akumulasi biaya konstruksi bangunan dan fasilitas pabrik serta pemasangan mesin dikapitalisasi sebagai aset dalam penyelesaian. Biaya-biaya tersebut akan direklasifikasi ke akun aset tetap pada saat proses konstruksi atau pemasangan selesai. Depresiasi mulai dibebankan pada saat aset tersebut siap untuk digunakan sesuai dengan tujuan yang diinginkan manajemen.

Biaya bunga dan biaya pinjaman lainnya, seperti biaya diskonto pinjaman baik yang secara langsung atau tidak langsung digunakan untuk pendanaan konstruksi aset kualifikasian, dikapitalisasi hingga aset tersebut selesai dikonstruksi. Untuk biaya pinjaman yang dapat diatribusikan secara langsung pada aset kualifikasian, jumlah yang dikapitalisasi ditentukan dari biaya pinjaman aktual yang terjadi selama periode berjalan, dikurangi penghasilan yang diperoleh dari investasi sementara atas dana hasil pinjaman tersebut.

Untuk pinjaman yang tidak dapat diatribusikan secara langsung pada suatu aset kualifikasian, jumlah yang dikapitalisasi ditentukan dengan mengalikan tingkat kapitalisasi terhadap jumlah yang dikeluarkan untuk memperoleh aset kualifikasian. Tingkat kapitalisasi dihitung berdasarkan rata-rata tertimbang biaya pinjaman yang dibagi dengan jumlah pinjaman yang tersedia selama periode berjalan, selain pinjaman yang secara spesifik diambil untuk tujuan memperoleh suatu aset kualifikasian.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

k. Fixed assets (continued)

Constructions in-progress are stated at cost, including capitalized borrowing costs and other charges incurred in connection with the financing of the said asset constructions. The accumulated costs will be reclassified to the appropriate "Fixed Assets" account when the construction is completed. Assets under construction are not depreciated until they fulfill criteria for recognition as fixed assets as disclosed above.

The accumulated costs of the construction of the buildings and plant and the installation of machinery are capitalised as construction in progress. These costs will be reclassified to fixed asset accounts when the construction or installation is complete. Depreciation is charged from the date the assets are ready for use in the manner intended by management.

Interest and other borrowing costs, such as discount fees on loans either directly or indirectly used in financing the construction of a qualifying asset, are capitalised up to the date when construction is complete. For borrowings that are directly attributable to a qualifying asset, the amount to be capitalised is determined as the actual borrowing cost incurred during the period, less any income earned on the temporary investment of such borrowings.

For borrowings that are not directly attributable to a qualifying asset, the amount to be capitalised is determined by applying a capitalisation rate to the amount expended on the qualifying assets. The capitalisation rate is the weighted average of the total borrowing costs applicable to the total borrowings outstanding for the period, other than borrowings made specifically for the purpose of obtaining a qualifying asset.

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2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

k. Aset tetap (lanjutan)

Nilai tercatat aset segera diturunkan sebesar jumlah yang dapat dipulihkan jika nilai tercatat aset lebih besar dari estimasi jumlah yang dapat dipulihkan.

l. Penurunan nilai dari aset nonkeuangan

Aset yang memiliki masa manfaat yang tidak terbatas – misalnya *goodwill* atau aset tak berwujud yang tidak siap untuk digunakan – tidak diamortisasi namun diuji penurunan nilainya setiap tahun, atau lebih sering apabila terdapat peristiwa atau perubahan pada kondisi yang mengindikasikan kemungkinan penurunan nilai. Aset yang tidak diamortisasi diuji ketika terdapat indikasi bahwa nilai tercatatnya mungkin tidak dapat dipulihkan. Penurunan nilai diakui jika nilai tercatat aset melebihi jumlah terpulihkan. Jumlah terpulihkan adalah yang lebih tinggi antara nilai wajar aset dikurangi biaya untuk menjual dan nilai pakai aset. Dalam menentukan penurunan nilai, aset dikelompokkan pada tingkat yang paling rendah dimana terdapat arus kas masuk yang dapat diidentifikasi, yang sebagian besar tidak tergantung pada arus masuk kas dari aset lain atau kelompok aset (unit penghasil kas). Aset nonkeuangan selain *goodwill* yang mengalami penurunan nilai diuji setiap tanggal pelaporan untuk menentukan apakah terdapat kemungkinan pemulihan penurunan nilai.

Pemulihan rugi penurunan nilai, untuk aset selain *goodwill*, diakui jika, dan hanya jika, terdapat perubahan estimasi yang digunakan dalam menentukan jumlah terpulihkan aset sejak pengujian penurunan nilai terakhir kali. Pembalikan rugi penurunan nilai tersebut diakui segera dalam laba rugi, kecuali aset yang disajikan pada jumlah revaluasian sesuai dengan PSAK lain. Rugi penurunan nilai yang diakui atas *goodwill* tidak dibalik.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

k. Fixed assets (continued)

An asset's carrying value is written down immediately to its recoverable amount if the asset's carrying value is greater than its estimated recoverable amount.

l. Impairment of non-financial assets

Assets that have an indefinite useful life – for example, goodwill or intangible assets not ready for use – are not subject to amortisation but tested annually for impairment, or more frequently if events or changes in circumstances indicate that they might be impaired. Assets that are not subject to amortisation are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs to sell and value-in-use (VIU). For purposes of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash inflows, which are largely independent of the cash inflows from other assets or group of assets (cash generating units). Non-financial assets other than goodwill that suffer impairment are reviewed for possible reversal of the impairment at each reporting date.

Reversal of impairment losses for assets other than goodwill would be recognised if, and only if, there has been a change in the estimates used to determine the asset's recoverable amount since the last impairment test was carried out. Reversal of impairment losses will be immediately recognised in profit or loss, except for assets measured using the revaluation model as required by other PSAK. Impairment losses relating to goodwill are not reversed.

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2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

m. Sewa

Grup sebagai penyewa

Pada permulaan kontrak, Grup menilai apakah kontrak merupakan, atau mengandung, sewa. Suatu kontrak merupakan atau mengandung sewa jika kontrak tersebut memberikan hak untuk mengendalikan penggunaan aset identifikasian selama suatu jangka waktu untuk dipertukarkan dengan imbalan.

Untuk menilai apakah kontrak memberikan hak untuk mengendalikan penggunaan aset identifikasian, Grup akan menilai apakah:
- Grup memiliki hak untuk mendapatkan secara substansial seluruh manfaat ekonomis dari penggunaan aset identifikasian; dan
- Grup memiliki hak untuk mengarahkan penggunaan aset identifikasian.

Pada tanggal permulaan sewa, dimana Grup berperan sebagai *lessee*, Grup mengakui aset hak-guna dan liabilitas sewa. Aset hak-guna pada saat di awal, diukur pada biaya perolehan, dimana meliputi:

- jumlah pengukuran awal liabilitas sewa;
- pembayaran sewa yang dilakukan pada atau sebelum tanggal permulaan, dikurangi dengan insentif sewa;
- biaya langsung awal yang dikeluarkan; dan
- estimasi biaya yang akan dikeluarkan untuk membongkar dan memindahkan aset pendasar atau untuk merestorasi aset pendasar ke kondisi yang disyaratkan oleh syarat dan ketentuan sewa.

Untuk kontrak yang mengandung komponen sewa dan tambahan satu atau lebih komponen sewa atau nonsewa, Grup tidak memisahkan komponen nonsewa dari komponen sewa berdasarkan kelas aset pendasar.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

m. Leases

Group as lessee

At the inception of a contract, the Group assesses whether the contract is, or contains, a lease. A contract is or contains a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

To assess whether a contract conveys the right to control the use of an identified asset, the Group will assess whether:
- *The Group has the right to obtain substantially all the economic benefits from use of the asset throughout the period of use; and*
- *The Group has the right to direct the use of the asset.*

At the commencement date of the lease, the Group as a lessee recognises a right-of-use asset and a lease liability. The right-of-use asset is initially measured at cost, which comprises:

- *the initial amount of the lease liability;*
- *lease payment made at the commencement date, less any lease incentive;*
- *initial direct cost incurred; and*
- *an estimate of costs to dismantle and remove the underlying asset to the condition required by the terms and conditions of the lease.*

For a contract that contains a lease component and one or more additional lease or non-lease components, the Group does not separate non-lease components from lease components on lease by class of underlying assets.

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2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

m. Sewa (lanjutan)

Grup sebagai penyewa (lanjutan)

Jika sewa mengalihkan kepemilikan aset pendasar kepada Grup pada akhir masa sewa atau jika biaya perolehan aset hak-guna merefleksikan Grup akan mengeksekusi opsi beli, maka Grup menyusutkan aset hak-guna dari tanggal permulaan hingga akhir umur manfaat aset pendasar. Jika tidak, maka Grup menyusutkan aset hak-guna dari tanggal permulaan hingga tanggal yang lebih awal antara akhir umur manfaat aset hak-guna atau akhir masa sewa.

Aset dan liabilitas yang timbul dari perjanjian sewa pada awalnya diukur pada nilai kini pembayaran sewa yang belum dibayar pada tanggal permulaan, didiskontokan dengan menggunakan suku bunga implisit dalam sewa atau, jika suku bunga tersebut tidak dapat ditentukan, maka menggunakan suku bunga pinjaman inkremental. Pada umumnya, Grup menggunakan suku bunga pinjaman inkremental sebagai tingkat diskonto.

Pembayaran sewa yang termasuk dalam pengukuran liabilitas sewa meliputi pembayaran berikut ini, jika ada:

- pembayaran tetap, termasuk pembayaran tetap secara substansi dikurangi dengan piutang insentif sewa;
- pembayaran sewa variabel yang bergantung pada indeks atau suku bunga pada tangga permulaan;
- jumlah yang diperkirakan akan dibayarkan oleh penyewa dengan jaminan nilai residual;
- harga eksekusi opsi beli jika Grup cukup pasti untuk mengeksekusi opsi tersebut; dan
- penalti karena penghentian awal sewa kecuali jika Grup cukup pasti untuk tidak menghentikan lebih awal.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

m. Leases (continued)

Group as lessee (continued)

If the lease transfers ownership of the underlying asset to the Group by the end of the lease term or if the cost of the right-of-use asset reflects that the Group will exercise a purchase option, the Group depreciates the right-of-use asset from the commencement date to the end of the useful life of the underlying asset. Otherwise, the Group depreciates the right-of-use asset from the commencement date to the earlier of the end of the useful life of the right-of-use asset or the end of the lease term.

Assets and liabilities arising from lease arrangements are initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, using incremental borrowing rate. Generally, the Group uses its incremental borrowing rate as the discount rate.

Lease payments included in the measurement of the lease liability comprise the following, if any:

- *fixed payments, including in-substance fixed payments less any lease incentive receivable;*
- *variable lease payments that depend on an index or a rate, initially measured using the index or rate as at the commencement date;*
- *amount expected to be payable under a residual value guarantee;*
- *the exercise price under a purchase option that the Group is reasonably certain to exercise; and*
- *penalties for early termination of a lease unless the Group is reasonably certain not to terminate early.*

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2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

m. Sewa (lanjutan)

Grup sebagai penyewa (lanjutan)

Pembayaran sewa dialokasikan menjadi bagian pokok dan biaya keuangan. Biaya keuangan dibebankan pada laba rugi selama periode sewa sehingga menghasilkan tingkat suku bunga periodik yang konstan atas saldo liabilitas untuk setiap periode.

Grup menyajikan aset hak-guna sebagai bagian dari "Aset tetap" di dalam laporan posisi keuangan konsolidasian.

Modifikasi sewa

Grup mencatat modifikasi sewa sebagai sewa terpisah jika:
- modifikasi meningkatkan ruang lingkup sewa dengan menambahkan hak untuk menggunakan satu aset pendasar atau lebih; dan
- imbalan sewa meningkat sebesar jumlah yang setara dengan harga tersendiri untuk peningkatan dalam ruang lingkup dan penyesuaian yang tepat pada harga tersendiri tersebut untuk merefleksikan kondisi kontrak tertentu.

Sewa jangka pendek dan sewa yang aset pendasarnya bernilai rendah

Grup memutuskan untuk tidak mengakui aset hak-guna dan liabilitas sewa untuk sewa jangka pendek yang memiliki masa sewa 12 bulan atau kurang dan sewa yang aset pendasarnya bernilai rendah. Grup mengakui pembayaran sewa atas sewa tersebut sebagai beban dengan dasar garis lurus selama masa sewa.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

m. Leases (continued)

Group as lessee (continued)

Each lease payment is allocated between the liability and finance cost. The finance cost is charged to profit or loss over the lease period so as to produce a constant periodic rate of interest on the remaining balance of the liability for each period.

The Group presents right-of-use assets as part of "Fixed assets" in the consolidated statement of financial position.

Lease modification

The Group account for a lease modification as a separate lease if both:
- *the modification increases the scope of the lease by adding the right to use one or more underlying assets; and*
- *the consideration for the lease increases by an amount commensurate with the standalone price for the increase in scope and any appropriate adjustments to that stand-alone price to reflect the circumstances of the particular contract.*

Short-term leases and low-value leases

The Group has elected not to recognise right-of-use assets and lease liabilities for short-term leases that have a lease term of 12 months or less and low-value leases. The Group recognises the lease payments associated with these leases as an expense on a straight-line basis over the lease term.

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2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

n. Imbalan kerja

Liabilitas jangka pendek

Liabilitas untuk imbalan kerja jangka pendek diakui ketika pekerja memberikan jasa terkait dan diukur berdasarkan jumlah yang diperkirakan akan dibayar ketika liabilitas diselesaikan. Liabilitas tersebut akan dibayarkan dalam waktu 12 bulan sejak akhir periode pelaporan sehingga disajikan sebagai liabilitas imbalan karyawan jangka pendek pada laporan posisi keuangan konsolidasian.

Imbalan pensiun

Grup memiliki berbagai program pensiun sesuai dengan undang-undang dan peraturan ketenagakerjaan yang berlaku dan kebijakan Grup. Grup memiliki program imbalan pasti dan iuran pasti. Program pensiun imbalan pasti adalah program pensiun yang menentukan jumlah imbalan pensiun yang akan diberikan, biasanya berdasarkan pada satu faktor atau lebih seperti usia, masa kerja atau kompensasi. Program pensiun iuran pasti adalah sebuah program pensiun dimana Grup akan membayar iuran tetap kepada sebuah entitas yang terpisah dan tidak memiliki kewajiban hukum atau konstruktif untuk membayar kontribusi lebih lanjut apabila dana pensiun tersebut tidak memiliki aset yang memadai untuk membayar seluruh imbalan karyawan yang berhubungan dengan pelayanan yang diberikan oleh karyawan pada periode kini dan sebelumnya.

Liabilitas program pensiun imbalan pasti yang diakui di laporan posisi keuangan konsolidasian adalah nilai kini kewajiban imbalan pasti pada tanggal laporan posisi keuangan konsolidasian dikurangi nilai wajar aset program.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

n. Employee benefits

Short-term liabilities

Liabilities for short-term employee benefits are recognised when the employees render the related services and measured at the amounts expected to be paid to settle the liabilities. The liabilities are expected to be paid within 12 months from the end of the reporting period and therefore, presented as short-term employee benefit liabilities in the consolidated statement of financial position.

Pension benefit

The Group has various pension schemes in accordance with prevailing labour related laws and regulations and the Group's policy. The Group has both defined benefit and defined contribution plans. A defined pension benefit plan is a pension plan that defines an amount of pension benefit to be provided, usually as a function of one or more factors, such as age, years of service or compensation. A defined pension contribution plan is a pension plan where the Group pays fixed contributions into a separate entity and will have no legal or constructive obligations to pay further contributions if the fund does not hold sufficient assets to pay all employees the benefits relating to employee service in the current and prior periods.

The liability recognised in the consolidated statement of financial position in respect of defined benefit pension plans is the present value of the defined benefit obligation at the consolidated statement of financial position date, less the fair value of plan assets.

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2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

n. Imbalan kerja (lanjutan)

Imbalan pensiun (lanjutan)

Liabilitas imbalan pasti dihitung setiap tahun oleh aktuaris independen dengan menggunakan metode *projected unit credit*. Nilai kini kewajiban imbalan pasti ditentukan dengan mendiskontokan estimasi arus kas keluar di masa depan dengan menggunakan tingkat bunga obligasi pemerintah (dengan pertimbangan saat ini tidak terdapat pasar aktif untuk obligasi korporat berkualitas tinggi) dalam mata uang yang sama dengan mata uang imbalan yang akan dibayarkan dan waktu jatuh temponya kurang lebih sama dengan kewajiban yang bersangkutan.

Biaya bunga bersih dihitung dengan menerapkan tingkat diskonto terhadap saldo bersih kewajiban imbalan pasti dan nilai wajar aset program. Biaya ini termasuk dalam beban imbalan kerja dalam laba rugi.

Keuntungan dan kerugian atas pengukuran kembali yang timbul dari penyesuaian dan perubahan dalam asumsi-asumsi aktuarial langsung dibebankan atau dikreditkan pada penghasilan komprehensif lainnya pada saat terjadinya.

Perubahan nilai kini atas kewajiban imbalan pasti yang timbul dari amendemen program atau pembatasan langsung diakui dalam laba rugi sebagai biaya jasa lalu.

Biaya jasa lalu diakui secara langsung di laba rugi.

Pengukuran kembali, terdiri atas keuntungan dan kerugian aktuarial, segera diakui pada laporan posisi keuangan konsolidasian dengan pengaruh langsung didebit atau dikreditkan kepada saldo laba melalui PKL pada periode terjadinya. Pengukuran kembali tidak direklasifikasi ke laba rugi pada periode berikutnya.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

n. Employee benefits (continued)

Pension benefit (continued)

The defined benefit obligation is calculated annually by independent actuaries using the projected unit credit method. The present value of the defined benefit obligation is determined by discounting the estimated future cash outflows using the interest rates of government bonds (considering that currently there is no deep market for high quality corporate bonds) that are denominated in the currency in which the benefit will be paid and that have terms to maturity approximating the terms of the related pension liability.

The net interest cost is calculated by applying the discount rate to the net balance of the defined benefit obligation and the fair value of plan assets. This cost is included in employee benefits expense in profit or loss.

Remeasurement gains and losses arising from experience adjustments and changes in actuarial assumptions are charged or credited in other comprehensive income in the period in which they arise.

Changes in the present value of the defined benefit obligation resulting from plan amendments or curtailments are recognised immediately in profit or loss as past service costs.

Past-service costs are recognised immediately in profit or loss.

Re-measurement, comprising of actuarial gains and losses, are recognized immediately in the consolidated statement of financial position with a corresponding debit or credit to retained earnings through OCI in the period in which they occur. Re-measurements are not reclassified to profit or loss in subsequent periods.

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2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

n. Imbalan kerja (lanjutan)

Imbalan pensiun (lanjutan)

Biaya jasa lalu harus diakui sebagai beban pada saat yang lebih awal antara:
i) ketika program amandemen atau kurtailmen terjadi; dan
ii) ketika entitas mengakui biaya restrukturisasi atau imbalan terminasi terkait.

Imbalan pasca kerja lainnya

Grup juga memberikan imbalan pascakerja lainnya kepada semua karyawan tetapnya. Kewajiban imbalan pascakerja lainnya dicatat berdasarkan perhitungan aktuaria dengan menggunakan metode *projected unit credit* yang dilakukan oleh aktuaris independen.

Imbalan yang diberikan adalah imbalan pasti yang berkaitan dengan kematian, cacat tetap, masa persiapan pensiun dan imbalan pensiun yang tergantung dari lamanya masa kerja. Grup mengakui timbulnya biaya pada saat Grup menerima manfaat ekonomis dari jasa yang diberikan karyawan.

Imbalan jangka panjang lainnya

Grup juga memberikan imbalan kerja jangka panjang lainnya berupa Penghargaan Masa Kerja (PMP). Imbalan ini berlaku untuk semua karyawan permanen setiap kelipatan masa kerja tertentu dalam bentuk emas.

Dalam pengakuan dan pengukuran surplus atau defisit dan penggantian hak dalam program imbalan kerja jangka panjang lain, Perusahaan menerapkan pengakuan dan pengukuran yang sama dengan program imbalan pasti.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

n. Employee benefits (continued)

Pension benefit (continued)

Past service costs are recognized in profit or loss at the earlier between:
i) the date of the plan amendment or curtailment, and
ii) the date the Group recognizes related restructuring costs.

Other post-employment benefits

The Group also provides other post-employment benefits for all of its permanent employees. The liability in respect of other post-employment benefits is recorded based on actuarial calculations using the projected unit credit method by independent actuaries.

This benefit scheme is a defined benefit arrangement providing for death, permanent disability, retirement preparation period and retirement benefits depending on the periods of completed service. The Group recognises the expense for the benefits when the Group receives the economic benefits arising from services provided by its employees.

Other long-term benefits

The Group also provides other long term employee benefit in regard to Long Service Awards (the "LSA"). It is entitled for all permanent employees upon employee's completion of certain length of service in form of gold.

In recognising and measuring the surplus or deficit and reimbursement right in other long-term employee benefit plan, the Company shall apply the same recognition and measurement with defined benefit arrangement.

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2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

n. Imbalan kerja (lanjutan)

Imbalan jangka panjang lainnya (lanjutan)

Untuk imbalan kerja jangka panjang lainnya, Perusahaan mengakui total nilai neto dari jumlah berikut dalam laba rugi kecuali jika Standar mensyaratkan atau mengizinkan jumlah tersebut untuk termasuk dalam biaya perolehan aset:
- Biaya jasa;
- Biaya bunga neto atas liabilitas (aset) imbalan pasti neto; dan
- Pengukuran kembali dari liabilitas (aset) imbalan pasti neto.

Pesangon pemutusan kontrak kerja
Pesangon pemutusan kontrak kerja terutang ketika Grup memberhentikan hubungan kerja sebelum usia pensiun normal atau ketika seorang pekerja menerima penawaran mengundurkan diri secara sukarela dengan kompensasi imbalan pesangon. Pesangon pemutusan kontrak kerja diakui saat yang mana yang lebih cepat antara ketika Grup sudah tidak dapat menarik penawaran atas pesangon pemutusan kontrak kerja dan ketika Grup mengakui biaya restrukturisasi terkait.

Semua imbalan yang membutuhkan adanya pelayanan kerja di masa mendatang bukan merupakan pesangon pemutusan kontrak kerja. Pada situasi di mana suatu penawaran diajukan agar karyawan sukarela mengundurkan diri, pesangon pemutusan kontrak kerja diukur berdasarkan jumlah karyawan yang diharapkan menerima penawaran tersebut. Imbalan yang jatuh tempo lebih dari 12 bulan setelah tanggal pelaporan didiskontokan ke nilai masa kini.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

n. Employee benefits (continued)

Other long-term benefits (continued)

For other long-term employee benefits, the Company shall recognise the net total of the following amounts in profit or loss, except to the extent that Standard requires or permits their inclusion in the cost of an asset:

- *Service cost;*
- *Net interest on the net defined benefit liability (asset); and*
- *Remeasurements of the net defined benefit liability (asset).*

Termination benefits
Termination benefits are payable when employment is terminated by the Group before the normal retirement date or whenever an employee accepts voluntary redundancy in exchange for these benefits. A liability for a termination benefit will be recognised at the earlier of when the Group can no longer withdraw the offer of the termination benefit and when the Group recognises any related restructuring costs.

Any benefit that requires future service is not a termination benefit. In case an offer is made to encourage voluntary redundancy, the termination benefits are measured based on the number of employees expected to accept the offer. Benefits falling due more than 12 months after the reporting date are discounted to their present value.

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2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

o. Provisi

Provisi diakui ketika Grup memiliki kewajiban kini atau konstruktif masa kini sebagai akibat peristiwa masa lalu; terdapat kemungkinan penyelesaian kewajiban tersebut memerlukan keluarnya sumber daya; dan jumlah kewajiban tersebut dapat diukur secara andal. Provisi tidak diakui untuk kerugian operasi masa depan.

Ketika terdapat beberapa kewajiban yang serupa, kemungkinan penyelesaian mengakibatkan arus keluar ditentukan dengan mempertimbangkan kelas kewajiban secara keseluruhan. Provisi diakui walaupun kemungkinan adanya arus keluar sehubungan dengan pos mana pun yang termasuk dalam kelas kewajiban yang sama mungkin kecil.

Provisi ditelaah pada setiap tanggal pelaporan dan disesuaikan untuk mencerminkan estimasi terbaik yang paling kini. Jika arus keluar sumber daya untuk menyelesaikan kewajiban kemungkinan besar tidak terjadi, maka provisi dibatalkan.

Provisi untuk biaya pembongkaran aset diestimasi berdasarkan beberapa asumsi dan disajikan pada nilai wajar sesuai dengan tingkat diskonto yang berlaku.

o. Provisions

Provisions are recognised when the Group has a present legal or constructive obligation as a result of past events, it is probable that an outflow of resources will be required to settle the obligation; and the amount can be reliably estimated. Provisions are not recognised for future operating losses.

Where there are a number of similar obligations, the likelihood that an outflow will be required in settlement is determined by considering the class of obligations as a whole. A provision is recognised even if the likelihood of an outflow with respect to any one item included in the same class of obligations may be small.

Provisions are reviewed at each reporting date and adjusted to reflect the current best estimate. If it is no longer probable that an outflow of resources embodying economic benefits will be required to settle the obligation, the provision is reversed.

Provision for asset dismantling costs is estimated based on certain assumptions and carried at fair value based on applicable discount rates.

p. Perpajakan

Pajak Penghasilan Kini

Aset dan liabilitas pajak kini untuk periode berjalan diukur sebesar jumlah yang diharapkan dapat direstitusi dari atau dibayarkan kepada otoritas perpajakan. Tarif pajak dan peraturan pajak yang digunakan untuk menghitung jumlah tersebut adalah yang telah berlaku atau secara substantif telah berlaku pada tanggal pelaporan di negara tempat Grup beroperasi dan menghasilkan pendapatan kena pajak.

p. Taxation

Current Income Tax

Current income tax assets and liabilities for the current period are measured at the amount expected to be recovered from or paid to the taxation authority. The tax rates and tax laws used to compute the amount are those that have been enacted or substantively enacted as at the reporting date in the countries where the Group operates and generates taxable income.

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2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

p. Perpajakan (lanjutan)

Pajak Penghasilan Kini (lanjutan)

Bunga dan denda disajikan sebagai bagian dari penghasilan atau beban operasi lain karena tidak dianggap sebagai bagian dari beban pajak penghasilan.

Pajak penghasilan kini terkait dengan pos-pos yang diakui secara langsung di ekuitas diakui dalam ekuitas dan bukan dalam laporan laba rugi. Manajemen secara berkala mengevaluasi posisi yang diambil dalam Surat Pemberitahuan Tahunan (SPT) sehubungan dengan situasi di mana peraturan perpajakan yang berlaku tunduk pada interpretasi dan menetapkan ketentuan yang sesuai.

Sebagai tanggapan terhadap penerapan kerangka Pilar 2 Organisasi untuk Kerja Sama dan Pembangunan Ekonomi (*Organisation for Economic Co-operation and Development* atau "OECD"), pada tanggal 31 Desember 2024, Pemerintah Indonesia menetapkan aturan kerangka Pilar 2 (:Pillar 2") melalui Peraturan Menteri Keuangan No. 136/2024 (PMK 136/2024). Pilar 2 sesuai PMK 136/2024 akan berlaku untuk tahun fiskal yang dimulai pada atau setelah tanggal 1 Januari 2025. Untuk tahun yang berakhir pada 31 Desember 2025, Grup telah menerapkan amandemen PSAK 212: Pajak Penghasilan, yang memberikan pengecualian wajib sementara dari pengakuan atau pengungkapan pajak tangguhan terkait Pilar 2. PMK 136/2024 menerapkan mekanisme perpajakan baru yang mensyaratkan Perusahaan Multinasional ("PMN") untuk membayar pajak tambahan pada yurisdiksi tertentu ketika tarif pajak efektif yang ditentukan per yurisdiksi menurut Pilar 2 lebih rendah dari tarif minimum 15%.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

p. Taxation (continued)

Current Income Tax (continued)

Interests and penalties are presented as part of other operating income or expenses since they are not considered as part of the income tax expense.

Current income tax relating to items recognized directly in equity is recognized in equity and not in the statement of profit or loss. Management periodically evaluates positions taken in the tax returns with respect to situations in which applicable tax regulations are subject to interpretation and establishes provisions where appropriate.

In response to the implementation of the Organisation for Economic Co-operation and Development ("OECD") Pillar 2 framework rule ("Pillar 2"), on December 31, 2024, Indonesian Government implemented Pillar 2 framework through Ministry of Finance Regulation No. 136/2024 (PMK 136/2024). The Pillar 2 model rules as implemented under PMK 136/2024 will take effect for fiscal years beginning on or after January 1, 2025. For the year ended December 31, 2025, the Group has applied amendments to PSAK 212: Income Taxes, which provide mandatory temporary exception from recognizing or disclosing deferred taxes related to Pillar 2. PMK 136/2024 applies new taxing mechanisms under which a Multinational Enterprises ("MNE") should pay a top-up tax in a jurisdiction whenever their effective tax rate, determined on a jurisdictional basis under the Pillar 2, is below a 15% minimum rate.

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2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

p. Perpajakan (lanjutan)

Pajak Tangguhan

Pajak tangguhan diakui dengan menggunakan metode liabilitas atas perbedaan temporer pada tanggal pelaporan antara dasar pengenaan pajak dari aset dan liabilitas dan jumlah tercatatnya untuk tujuan pelaporan keuangan pada tanggal pelaporan.

Liabilitas pajak tangguhan diakui untuk semua perbedaan temporer yang kena pajak, kecuali:

i) liabilitas pajak tangguhan yang terjadi dari pengakuan awal *goodwill* atau dari aset atau liabilitas dari transaksi yang bukan transaksi kombinasi bisnis, dan pada waktu transaksi tidak memengaruhi laba akuntansi dan laba kena pajak/rugi pajak.

ii) dari perbedaan temporer kena pajak atas investasi pada entitas anak, yang saat pembalikannya dapat dikendalikan dan besar kemungkinannya bahwa beda temporer itu tidak akan dibalik dalam waktu dekat.

Manfaat terkait dengan rugi pajak yang dapat ditarik untuk memulihkan pajak kini dari periode sebelumnya diakui sebagai aset.

Aset pajak tangguhan diakui untuk akumulasi rugi pajak belum dikompensasi dan kredit pajak belum dimanfaatkan sepanjang kemungkinan besar laba kena pajak masa depan akan tersedia untuk dimanfaatkan dengan rugi pajak belum dikompensasi dan kredit pajak belum dimanfaatkan.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

p. Taxation (continued)

Deferred Tax

Deferred tax is provided using the liability method on temporary differences at the reporting date between the tax bases of assets and liabilities and their carrying amounts for financial reporting purposes at the reporting date.

Deferred tax liabilities are recognized for all taxable temporary differences, except:

i) where the deferred tax liability arises from the initial recognition of goodwill or of an asset or liability in a transaction that is not a business combination and, at the time of the transaction, affects neither the accounting profit nor taxable profit or loss.

ii) in respect of taxable temporary differences associated with investments in subsidiaries, when the timing of the reversal of the temporary differences can be controlled and it is probable that the temporary differences will not reverse in the foreseeable future.

Benefits related to tax losses that can be withdrawn to recover current tax of prior periods is recognized as an asset.

Deferred tax asset is recognized for the carry forward of unused tax losses and unused tax credit to the extent that it is probable that future taxable profit will be available against which the unused tax losses and unused tax credits can be utilized.

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2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

p. Perpajakan (lanjutan)

Pajak Tangguhan (lanjutan)

Aset pajak tangguhan diakui untuk seluruh perbedaan temporer yang dapat dikurangkan sepanjang kemungkinan besar laba kena pajak akan tersedia sehingga perbedaan temporer dapat dimanfaatkan untuk mengurangi laba dimaksud, kecuali jika aset pajak tangguhan timbul dari pengakuan awal aset atau pengakuan awal liabilitas dalam transaksi yang bukan kombinasi bisnis dan pada saat transaksi tidak memengaruhi laba akuntansi atau laba kena pajak (rugi pajak); atau temporer yang dapat dikurangkan atas investasi pada entitas anak, aset pajak tangguhan hanya diakui bila besar kemungkinannya bahwa beda temporer itu tidak akan dibalik dalam waktu dekat dan laba kena pajak dapat dikompensasi dengan beda temporer tersebut.

Pajak tangguhan diukur dengan menggunakan tarif pajak yang diperkirakan berlaku ketika aset dipulihkan atau liabilitas diselesaikan, berdasarkan tarif pajak (dan peraturan pajak) yang telah berlaku atau secara substantif telah berlaku pada akhir periode pelaporan.

Pengukuran aset dan liabilitas pajak tangguhan mencerminkan konsekuensi pajak yang sesuai dengan cara Grup memperkirakan, pada akhir periode pelaporan, untuk memulihkan atau menyelesaikan jumlah tercatat aset dan liabilitasnya.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

p. Taxation (continued)

Deferred Tax (continued)

A deferred tax assets shall be recognized for all deductible temporary differences to the extent that it is probable that taxable profit will be available against which deductible temporary differences can be utilised, unless the deferred tax asset arises from the initial recognition of an asset or liability in a transaction that is not a business combination and at the time of the transaction affects neither the accounting profit nor taxable profit (tax loss); or in respect of deductible temporary differences associated with investments in subsidiaries, deferred tax asset are recognized only to the extent that it is probable that temporary differences will reverse in the foreseeable future and taxable profit will be available against which the temporary differences can be utilized.

Deferred tax is measured at the tax rates that are expected to apply to the period when the asset is realized or the liability is settled, based on tax rates (and tax laws) that have been enacted or substantively enacted by the end of the reporting period.

The measurement of deferred tax liabilities and deferred tax assets shall reflect the tax consequences that would follow from the manner in which the Group expects, at the end of the reporting period, to recover or settle the carrying amount of its assets and liabilities.

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2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

p. Perpajakan (lanjutan)

Pajak Tangguhan (lanjutan)

Jumlah tercatat aset pajak tangguhan ditelaah ulang pada akhir periode pelaporan. Grup mengurangi jumlah tercatat aset pajak tangguhan jika kemungkinan besar laba kena pajak tidak lagi tersedia dalam jumlah yang memadai untuk mengkompensasikan sebagian atau seluruh aset pajak tangguhan tersebut. Setiap pengurangan tersebut dilakukan pembalikan atas aset pajak tangguhan hingga kemungkinan besar laba kena pajak yang tersedia jumlahnya memadai.

Grup melakukan saling hapus aset pajak tangguhan dan liabilitas pajak tangguhan jika dan hanya jika:

a. Grup memiliki hak yang dapat dipaksakan secara hukum untuk melakukan saling hapus aset pajak kini terhadap liabilitas pajak kini; dan
b. Aset pajak tangguhan dan liabilitas pajak tangguhan terkait dengan pajak penghasilan yang dikenakan oleh otoritas perpajakan yang sama atas:
   i. entitas kena pajak yang sama; atau
   ii. entitas kena pajak yang berbeda yang bermaksud untuk memulihkan aset dan liabilitas pajak kini dengan dasar neto, atau merealisasikan aset dan menyelesaikan liabilitas secara bersamaan, pada setiap periode masa depan di mana jumlah signifikan atas aset atau liabilitas pajak tangguhan diperkirakan untuk diselesaikan atau dipulihkan.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

p. Taxation (continued)

Deferred Tax (continued)

The carrying amount of a deferred tax asset is reviewed at the end of each reporting period. The Group shall reduce the carrying amount of a deferred tax asset to the extent that it is no longer probable that sufficient taxable profit will be available to allow the benefit of part or all of that deferred tax asset to be utilized. Any such reduction shall be reversed to the extent that it becomes probable that sufficient taxable profit will be available.

The Group offset deferred tax assets and deferred tax liabilities if, and only if:

a. The Group has a legally enforceable right to set off current tax assets against current tax liabilities; and

b. The deferred tax assets and the deferred tax liabilities relate to income taxes applied by the same taxation authority on either:
   i. the same taxable entity; or
   ii. different taxable entities which intend either to settle current tax liabilities and assets on a net basis, or to realize the assets and settle the liabilities simultaneously, in each future period in which significant amounts of deferred tax liabilities or assets are expected to be settled or recovered.

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2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

p. Perpajakan (lanjutan)

Pajak Tangguhan (lanjutan)

Grup melakukan saling hapus atas aset pajak kini dan liabilitas pajak kini jika dan hanya jika, Grup:

a. memiliki hak yang dapat dipaksakan secara hukum untuk melakukan saling hapus atas jumlah yang diakui; dan
b. bermaksud untuk menyelesaikan dengan dasar neto atau merealisasikan aset dan menyelesaikan liabilitas secara bersamaan.

Aset dan liabilitas pajak tangguhan diukur dengan menggunakan tarif pajak yang diperkirakan akan berlaku pada tahun saat aset dipulihkan atau liabilitas diselesaikan berdasarkan tarif pajak dan peraturan pajak yang telah berlaku atau yang secara substantif telah berlaku pada tanggal pelaporan.

Pajak tangguhan terkait dengan pos-pos yang diakui di luar laba rugi diakui di luar laba rugi. Item pajak tangguhan diakui sesuai dengan transaksi yang mendasarinya baik di PKL maupun secara langsung di ekuitas.

Manfaat pajak yang diperoleh sebagai bagian dari kombinasi bisnis, tetapi tidak memenuhi kriteria untuk pengakuan terpisah pada tanggal tersebut, diakui selanjutnya jika informasi baru tentang fakta dan keadaan berubah. Penyesuaian tersebut diperlakukan sebagai pengurangan *goodwill* (selama tidak melebihi *goodwill*) jika terjadi selama periode pengukuran atau diakui dalam laba rugi.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

p. Taxation (continued)

Deferred Tax (continued)

The Group offset current tax assets and current tax liabilities if, and only if, the Group:

a. has legally enforceable right to set off the recognized amounts; and

b. intends either to settle on a net basis, or to realize the assets and settle liabilities simultaneously.

Deferred tax assets and liabilities are measured at the tax rates that are expected to apply to the year when the asset is realized or the liability is settled, based on tax rates and tax laws that have been enacted or substantively enacted as at the reporting date.

Deferred tax relating to items recognized outside profit or loss is recognized outside profit or loss. Deferred tax items are recognized in correlation to the underlying transaction either in OCI or directly in equity.

Tax benefits acquired as part of a business combination, but not satisfying the criteria for separate recognition at that date, are recogn ised subsequently if new information about facts and circumstances change. The adjustment is either treated as a reduction in goodwill (as long as it does not exceed goodwill) if it was incurred during the measurement period or recognized in profit or loss.

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2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

p. Perpajakan (lanjutan)

Pajak Tangguhan (lanjutan)

Grup melakukan saling hapus aset pajak tangguhan dan liabilitas pajak tangguhan jika dan hanya jika memiliki hak yang berkekuatan hukum untuk saling hapus aset pajak kini dan liabilitas pajak kini dan aset pajak tangguhan dan liabilitas pajak tangguhan terkait dengan pajak penghasilan yang dikenakan oleh otoritas perpajakan yang sama atas baik entitas kena pajak yang sama atau entitas kena pajak yang berbeda yang bermaksud untuk menyelesaikan liabilitas dan aset pajak kini secara neto, atau untuk merealisasikan aset dan menyelesaikan liabilitas secara bersamaan, pada setiap periode masa depan di mana jumlah liabilitas atau aset pajak tangguhan yang signifikan diharapkan untuk diselesaikan atau dipulihkan.

Pajak Pertambahan Nilai

Pendapatan, beban-beban dan aset-aset diakui neto atas jumlah PPN kecuali:
- PPN yang muncul dari pembelian aset atau jasa yang tidak dapat dikreditkan, yang dalam hal ini PPN diakui sebagai bagian dari biaya perolehan aset atau sebagai bagian dari item beban-beban yang terkait; dan
- Piutang dan utang yang disajikan termasuk dengan jumlah PPN.

Jumlah PPN neto yang diajukan untuk direstitusi, atau terutang kepada, kantor pajak termasuk sebagai bagian dari aset atau liabilitas pada laporan posisi keuangan konsolidasian.

Pajak Final

Sesuai peraturan perpajakan di Indonesia, pajak final dikenakan atas nilai bruto transaksi, dan tetap dikenakan walaupun atas transaksi tersebut pelaku transaksi mengalami kerugian. Pajak final tidak termasuk dalam lingkup yang diatur oleh PSAK 212.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

p. Taxation (continued)

Deferred Tax (continued)

The Group offsets deferred tax assets and deferred tax liabilities if and only if it has a legally enforceable right to set off current tax assets and current tax liabilities and the deferred tax assets and deferred tax liabilities relate to income taxes levied by the same taxation authority on either the same taxable entity or different taxable entities which intend either to settle current tax liabilities and assets on a net basis, or to realise the assets and settle the liabilities simultaneously, in each future period in which significant amounts of deferred tax liabilities or assets are expected to be settled or recovered.

Value Added Tax

Revenue, expenses and assets are recognized net of the amount of VAT except:
- *Where the VAT incurred on a purchase of assets or services is not recoverable, in which case the VAT is recognized as part of the cost of acquisition of the asset or as part of the expense item as applicable; and*
- *Receivables and payables that are stated with the amount of VAT included.*

The net amount of VAT which is claimed for restitution from, or payable to, the taxation authorities is included as part of assets or liabilities in the consolidated statement of financial position.

Final Tax

In accordance with the tax regulation in Indonesia, final tax is applied to the gross value of transactions, even when the parties carrying the transaction recognizing losses. Final tax is scoped out from PSAK 212.

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3. PERTIMBANGAN, ESTIMASI DAN ASUMSI YANG SIGNIFIKAN

Penyusunan laporan keuangan konsolidasian Grup mengharuskan manajemen untuk membuat pertimbangan, estimasi dan asumsi yang memengaruhi jumlah yang dilaporkan dari pendapatan, beban, aset dan liabilitas, dan pengungkapan atas liabilitas kontinjensi, pada akhir periode pelaporan.

Ketidakpastian mengenai asumsi dan estimasi tersebut dapat mengakibatkan penyesuaian material terhadap nilai tercatat aset dan liabilitas yang terpengaruh pada periode pelaporan berikutnya.

Pertimbangan

Pertimbangan berikut ini dibuat oleh manajemen dalam rangka penerapan kebijakan akuntansi Grup yang memiliki pengaruh paling signifikan atas jumlah yang diakui dalam laporan keuangan konsolidasian:

Perpajakan

Ketidakpastian atas interpretasi dari peraturan pajak yang kompleks, perubahan peraturan pajak dan jumlah dan timbulnya penghasilan kena pajak di masa depan, dapat menyebabkan penyesuaian di masa depan atas penghasilan dan beban pajak yang telah dicatat.

Pertimbangan juga dilakukan dalam menentukan penyisihan atas pajak penghasilan badan. Terdapat transaksi dan perhitungan tertentu yang penentuan pajak akhirnya adalah tidak pasti sepanjang kegiatan usaha normal.

Grup mengakui liabilitas atas pajak penghasilan badan berdasarkan estimasi apakah akan terdapat tambahan pajak penghasilan badan. Nilai tercatat neto utang pajak penghasilan badan pada 31 Desember 2025 adalah sebesar USD7.076.053 (2024: USD24.106.478). Penjelasan lebih rinci mengenai pajak penghasilan diungkapkan dalam Catatan 11.

3. SIGNIFICANT ACCOUNTING JUDGEMENTS, ESTIMATES AND ASSUMPTIONS

The preparation of the Group's consolidated financial statements requires management to make judgements, estimates assumptions that affect the reported amounts of revenues, expenses, assets and liabilities, and the disclosure of contingent liabilities at the end of the reporting periods.

Uncertainty about these assumptions and estimates could result in outcomes that may require material adjustments to the carrying amounts of the assets and liabilities affected in future periods.

Judgements

The following judgment revenues are made by management in the process of applying the Group's accounting policies that have the most significant effects on the amounts recognized in the consolidated financial statements:

Taxes

Uncertainties exist with respect to the interpretation of complex tax regulations, changes in tax laws, and the amount and timing of future taxable income, could necessitate future adjustments to tax income and expense already recorded.

Judgment is also involved in determining the provision for corporate income tax. There are certain transactions and computation for which the ultimate tax determination is uncertain during the ordinary course of business.

The Group recognizes liabilities for expected corporate income tax issues based on estimates of whether additional corporate income tax will be due. The net carrying amount of corporate income tax payable as of December 31, 2025 was USD7,076,053 (2024: USD24,106,478). Further details regarding taxation are disclosed in Note 11.

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3. PERTIMBANGAN, ESTIMASI DAN ASUMSI YANG SIGNIFIKAN (lanjutan)

Pertimbangan (lanjutan)

Tagihan dan Keberatan atas Hasil Pemeriksaan Pajak

Berdasarkan peraturan perpajakan yang berlaku saat ini, manajemen mempertimbangkan apakah jumlah yang tercatat dalam akun di atas dapat dipulihkan dan dikembalikan oleh Kantor Pajak. Nilai tercatat atas tagihan dan keberatan atas hasil pemeriksaan pajak Grup pada tanggal 31 Desember 2025 adalah sebesar USD13.776.152 (2024: USD15.267.508). Penjelasan lebih lanjut atas akun ini diungkapkan pada Catatan 12.

Estimasi dan Asumsi

Estimasi umur manfaat atas aset tetap

Grup melakukan penelaahan umur manfaat aset tetap secara berkala berdasarkan kondisi teknis, perkembangan teknologi di masa depan dan perilaku pasar. Hasil operasi di masa depan dapat dipengaruhi secara material oleh perubahan-perubahan dalam estimasi yang diakibatkan oleh perubahan faktor-faktor yang disebutkan di atas (lihat Catatan 10 untuk nilai tercatat aset tetap).

3. SIGNIFICANT ACCOUNTING JUDGEMENTS, ESTIMATES AND ASSUMPTIONS (continued)

Judgements (continued)

Claim for Tax Refund and Tax Assessments Under Appeal

Based on the tax regulations currently enacted, the management judged if the amounts recorded under the above account are recoverable and refundable by the Tax Office. The carrying amount of the Group's claims for tax refund and tax assessments under appeal as of December 31, 2025 was USD13,776,152 (2024: USD15,267,508). Further explanations regarding this account are provided in Note 12.

Estimates and Assumptions

Estimated useful lives of fixed assets

The Group periodically reviews the estimated useful lives of fixed assets based on technical specification, future technological developments and market behavior. Future results of operations could be materially affected by changes in the estimates brought about by changes in the factors mentioned above (see Note 10 for carrying value of fixed asset).

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3. PERTIMBANGAN, ESTIMASI DAN ASUMSI YANG SIGNIFIKAN (lanjutan)

3. SIGNIFICANT ACCOUNTING JUDGEMENTS, ESTIMATES AND ASSUMPTIONS (continued)

Penyisihan Nilai Realisasi Neto Persediaan

Penyisihan nilai realisasi neto persediaan merupakan jumlah bersih yang diharapkan oleh entitas terealisasi dari penjualan persediaan pada bisnis normal. Nilai wajar merefleksikan harga di mana transaksi untuk menjual persediaan yang sama di pasar utama (atau paling menguntungkan) untuk persediaan yang terletak di partisipan pasar pada tanggal pengukuran. Estimasi nilai realisasi bersih berdasarkan bukti yang paling andal yang tersedia pada saat estimasi dibuat, pada jumlah persediaan yang diharapkan untuk terealisasi. Estimasi ini mempertimbangkan fluktuasi harga atau biaya secara langsung terkait dengan peristiwa yang terjadi setelah akhir periode dimana peristiwa tersebut menyatakan kondisi yang terjadi pada akhir tahun. Nilai tercatat persediaan Grup sebelum penyisihan nilai realisasi neto pada tanggal 31 Desember 2025 adalah sebesar USD5.220.228 (2024:USD8.230.577). Penjelasan lebih rinci mengenai persediaan diungkapkan dalam Catatan 7.

Allowance for Net Realizable Value of Inventories

Net realizable value of inventories refers to the net amount that an entity expects to realise from the sale of inventory in the ordinary course of business. Fair value reflects the price at which an orderly transaction to sell the same inventory in the principal (or most advantageous) market for that inventory would take place between market participants at the measurement date. Estimates of net realisable value are based on the most reliable evidence available at the time the estimates are made, of the amount the inventories are expected to realise. These estimates take into consideration fluctuations of price or cost directly relating to events occurring after the end of the period to the extent that such events confirm conditions existing at the end of the year. The carrying amount of the Group's inventories before allowance for net realizable value as of December 31, 2025 was USD5,220,228 (2024: USD8,230,577). Further details regarding inventories are disclosed in Note 7.

Liabilitas imbalan pasca kerja

Nilai kini liabilitas pensiun tergantung pada sejumlah faktor yang ditentukan berdasarkan basis dari aktuaria dengan menggunakan sejumlah asumsi. Asumsi yang digunakan dalam menentukan beban/(pendapatan) neto untuk pensiun termasuk tingkat diskonto, kenaikan gaji di masa depan, perubahan remunerasi masa depan, tingkat pengurangan karyawan, kenaikan biaya kesehatan, tingkat harapan hidup dan periode sisa yang diharapkan dari masa aktif karyawan. Setiap perubahan dalam asumsi-asumsi ini akan berdampak pada nilai tercatat atas liabilitas pensiun.

Asumsi kunci liabilitas pensiun lainnya sebagian ditentukan berdasarkan kondisi pasar saat ini. Informasi tambahan dan nilai tercatat diungkapkan pada Catatan 16.

Post-employment benefit liabilities

The present value of the pension obligation depends on a number of factors that are determined on an actuarial basis using a number of assumptions. The assumptions used in determining the net cost/(income) for pensions include the discount rate, future salary increase, future remuneration changes, employee attrition rates, future medical cost increase, life expectancy and the expected remaining periods of service of employees. Any changes in these assumptions will have an impact on the carrying amount of the pension obligation.

Other key assumptions for pension obligations are based in part on current market conditions. Additional information and carrying amount is disclosed in Note 16.

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4. KAS DAN SETARA KAS / *4. CASH AND CASH EQUIVALENTS*

	2025 USD	2024 USD	
Kas	1.557	5.099	***Cash on hand***
Bank			***Cash in banks***
Pihak berelasi (Catatan 26)			***Related parties (Note 26)***
Dolar AS	61.467.972	33.296.712	*US Dollar*
Rupiah	36.901.950	55.630.586	*Rupiah*
	98.369.922	**88.927.298**	
Pihak ketiga			***Third parties***
Dolar AS			*US Dollar*
PT Bank Mega Tbk	279.857	-	*PT Bank Mega Tbk*
PT Bank CIMB Niaga Tbk	529	604	*PT Bank CIMB Niaga Tbk*
Rupiah			*Rupiah*
PT Bank Danamon Indonesia Tbk	6.381	11.749	*PT Bank Danamon Indonesia Tbk*
PT Bank Mega Tbk	5.072	-	*PT Bank Mega Tbk*
PT Bank CIMB Niaga Tbk	4.828	-	*PT Bank CIMB Niaga Tbk*
PT Bank Pembangunan Daerah Sumatera Utara	3.779	50.241	*PT Bank Pembangunan Daerah Sumatera Utara*
	300.446	**62.594**	
Jumlah kas di bank	**98.670.368**	**88.989.892**	***Total cash in banks***

	2025 USD	2024 USD	
Setara Kas			***Cash Equivalents***
Pihak berelasi (Catatan 26)			***Related parties (Note 26)***
Rupiah	125.908.814	137.811.687	*Rupiah*
Dolar AS	128.149.495	168.272.468	*US Dollar*
	254.058.309	**306.084.155**	
Pihak ketiga			***Third parties***
Dolar AS			*US Dollar*
PT Bank Mega Tbk	40.000.000	19.000.000	*PT Bank Mega Tbk*
Rupiah			*Rupiah*
PT Bank Pembangunan Daerah Kalimantan Barat	5.958.765	3.092.905	*PT Bank Pembangunan Daerah Kalimantan Barat*
PT Bank Pembangunan Daerah Sumatera Utara	-	30.936.764	*PT Bank Pembangunan Daerah Sumatera Utara*
PT Bank Mega Tbk	-	15.468.383	*PT Bank Mega Tbk*
	45.958.765	**68.498.052**	
Jumlah setara kas	**300.017.074**	**374.582.207**	***Total cash equivalents***
Jumlah kas dan setara kas	**398.688.999**	**463.577.198**	***Total cash and Cash equivalents***

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4. KAS DAN SETARA KAS (lanjutan) / 4. CASH AND CASH EQUIVALENTS (continued)

Kisaran suku bunga tahunan setara kas adalah sebagai berikut:

Ranges of annual interest rates on cash equivalents are as follows:

	2025 USD	2024 USD	
Rupiah	3.50% - 8.00%	2.25% - 7.10%	*Rupiah*
Dolar AS	3.50% - 5.90%	5.21% - 5.75%	*US Dollar*
Jatuh tempo	Kurang dari 3 bulan/ *less than 3 months*	Kurang dari 3 bulan/ *less than 3 months*	*Maturity Period*

5. DEPOSITO BERJANGKA / 5. TIME DEPOSITS

	2025 USD	2024 USD	
Pihak ketiga			***Third party***
Dolar AS	7.301.496	-	*US Dollar*
Rupiah	-	9.281.030	*Rupiah*
Jumlah deposito berjangka	**7.301.496**	**9.281.030**	***Total time deposits***

Kisaran suku bunga tahunan deposito berjangka adalah sebagai berikut:

Ranges of annual interest rates on time deposit are as follows:

	2025 USD	2024 USD	
Rupiah	-	6.75%	*Rupiah*
Dolar AS	3.95%	-	*US Dollar*
Jatuh tempo	Lebih dari 3 bulan/ *more than 3 months*	Lebih dari 3 bulan/ *more than 3 months*	*Maturity Period*

6. PIUTANG USAHA / 6. TRADE RECEIVABLES

	2025 USD	2024 USD	
Pihak berelasi (Catatan 26)	-	4.307.907	*Related parties (Note 26)*
Pihak ketiga	50.298.829	36.398.447	*Third parties*
	50.298.829	**40.706.354**	
Dikurangi:			*Less:*
Penyisihan atas penurunan nilai	(8.255.365)	(8.255.365)	*Allowance for impairment*
Jumlah piutang usaha	**42.043.464**	**32.450.989**	***Total trade receivables***

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6. PIUTANG USAHA (lanjutan) / *6. TRADE RECEIVABLES (continued)*

Umur piutang usaha (berdasarkan tanggal penagihan) adalah sebagai berikut:

Aging of trade receivables (based on invoice date) is as follows:

	2025 USD	2024 USD	
Lancar	39.256.184	28.061.170	*Current*
Jatuh tempo:			*Overdue:*
1 sampai 30 hari	2.642.442	1.402.817	*1 to 30 days*
31 sampai 90 hari	-	2.987.002	*31 to 90 days*
Lebih dari 90 hari	8.400.203	8.255.365	*Over 90 days*
Jumlah	**50.298.829**	**40.706.354**	***Total***

Piutang usaha didenominasikan dalam mata uang berikut ini:

Trade receivables are denominated in the following currencies:

	2025 USD	2024 USD	
Dolar AS	16.923.010	12.296.799	*US Dollar*
Rupiah	33.375.819	28.409.555	*Rupiah*
Jumlah piutang usaha	**50.298.829**	**40.706.354**	***Total trade receivables***

Mutasi penyisihan atas penurunan nilai piutang usaha adalah sebagai berikut:

The movements of allowance for impairment of trade receivables are as follows:

	2025 USD	2024 USD	
Saldo awal	8.255.365	8.255.365	*Beginning balance*
Penambahan	-	-	*Addition*
Pemulihan	-	-	*Recovery*
Saldo akhir	**8.255.365**	**8.255.365**	***Ending balance***

Manajemen berkeyakinan bahwa penyisihan atas penurunan nilai piutang tersebut cukup untuk menutupi kerugian dari tidak tertagihnya piutang usaha.

Management believes that the allowance for impairment of receivables is adequate to cover any losses on uncollectible trade receivables.

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7. PERSEDIAAN / 7. *INVENTORIES*

	2025 USD	2024 USD	
Persediaan barang jadi	21.719.169	21.262.817	*Finished goods inventories*
Barang dalam proses	80.155.883	58.205.193	*Work-in-progress products*
Bahan baku	76.320.341	72.539.072	*Raw materials*
Suku cadang dan bahan pendukung lainnya	22.912.735	30.016.162	*Spare parts and other consumable supplies*
Barang dalam perjalanan	8.748.306	32.029.093	*Goods-in-transit*
Jumlah persediaan	209.856.434	214.052.337	***Total inventories***
Cadangan penurunan nilai persediaan	(5.220.228)	(8.230.577)	*Allowance for impairment of inventories*
Jumlah persediaan, neto	**204.636.206**	**205.821.760**	***Total inventories, net***

Mutasi cadangan penurunan nilai persediaan adalah sebagai berikut:

Movements of allowance for impairment of inventories are as follows:

	2025 USD	2024 USD	
Saldo awal	8.230.577	7.045.392	*Beginning balance*
Penambahan	-	1.187.828	*Additions*
Pemulihan cadangan	(3.008.528)	-	*Reversal of inventory*
Selisih kurs karena penjabaran laporan keuangan	(1.821)	(2.643)	*Differences from translation of financial statements*
Saldo akhir	**5.220.228**	**8.230.577**	***Ending balance***

Berdasarkan hasil penelaahan pada tanggal pelaporan, manajemen berkeyakinan bahwa cadangan tersebut cukup untuk menutupi kerugian dari persediaan usang atau penurunan nilai.

Based on a review at the reporting date, management believes that the above allowance is adequate to cover any losses from obsolescence or impairment of inventories.

8. INVESTASI PADA SURAT UTANG / 8. *INVESTMENT IN DEBT SECURITIES*

	2025 USD	2024 USD	
Investasi pada surat utang			*Investment in debt securities*
Pihak berelasi (Catatan 26)	5.084.959	17.000.685	*Related party (Note 26)*
Pihak ketiga	2.990.431	3.093.676	*Third party*
Total investasi pada surat utang	**8.075.390**	**20.094.361**	***Total other current and non-current assets***
Bagian lancar	-	(17.000.685)	*Current portion*
Bagian tidak lancar	**8.075.390**	**3.093.676**	***Non-current portion***

Investasi pada surat utang merupakan investasi pada obligasi pemerintah dan korporasi. Pada tanggal 15 Januari 2025, obligasi pemerintah sejumlah AS$17.000.685 telah jatuh tempo.

Investments in debt mainly represent investments in government bonds and corporation. On January 15, 2025, government bonds amounting to US$17,000,685 has matured.

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8. INVESTASI PADA SURAT UTANG (lanjutan) / 8. *INVESTMENT IN DEBT SECURITIES (continued)*

	2025			
	Biaya Perolehan/ *Cost*	Biaya Belum Diamortisasi/ *Unamortised Cost*	Nilai Tercatat/ *Carrying Value*	
Biaya perolehan Diamortisasi				***Amortised Cost***
Pihak berelasi (Catatan 26)	5.094.594	(9.635)	5.084.959	*Related parties (Note 26)*
Pihak ketiga	2.990.431	-	2.990.431	*Third party*
Jumlah	**8.085.025**	**(9.635)**	**8.075.390**	***Total***

	2024			
	Biaya Perolehan/ *Cost*	Biaya Belum Diamortisasi/ *Unamortised Cost*	Nilai Tercatat/ *Carrying Value*	
Biaya perolehan Diamortisasi				***Amortised Cost***
Pihak berelasi (Catatan 26)	17.239.000	(238.315)	17.000.685	*Related parties (Note 26)*
Pihak ketiga	3.093.676	-	3.093.676	*Third party*
Jumlah	**20.332.676**	**(238.315)**	**20.094.361**	***Total***

Investasi pada surat utang pihak ketiga merupakan investasi pada obligasi perpetual yang diterbitkan oleh PT Indonesia Infrastructure Finance. Grup tidak memiliki rencana untuk melepaskan surat berharga tersebut dalam jangka waktu 12 bulan ke depan.

The investment in a third-party debt security represents an investment in a perpetual bond issued by PT Indonesia Infrastructure Finance. The Group has no plans to sell this security within the next 12 months.

9. INVESTASI PADA ENTITAS ASOSIASI / 9. *INVESTMENT IN ASSOCIATES*

	2025 USD	2024 USD	
PT Sinergi Mitra Lestari ("SMLI")	4.444.526	4.000.983	*PT Sinergi Mitra Lestari ("SMLI")*
PT Industri Baterai Indonesia ("IBI")	18.355.075	-	*PT Industri Baterai Indonesia ("IBI")*
Jumlah investasi pada entitas asosiasi	**22.799.601**	**4.000.983**	***Total investment in associates***

	2025 USD	2024 USD	
Saldo awal	4.000.983	3.069.517	*Beginning balance*
Penambahan investasi	21.924.165	6.972.279	*Addition of investments*
Bagian rugi neto	(3.125.547)	(3.738.243)	*Share in net loss*
	22.799.601	**6.303.553**	
Akumulasi penurunan nilai investasi	**-**	**(2.302.570)**	***Accumulated impairment of investments***
Nilai investasi tercatat	**22.799.601**	**4.000.983**	***Carrying amount of investments***

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9. INVESTASI PADA ENTITAS ASOSIASI (lanjutan)

PT Industri Baterai Indonesia ('IBI')

IBI didirikan berdasarkan Akta No. 114 tanggal 19 April 2021 oleh Jose Dima Satria, SH., M.KN., Notaris di Jakarta. Akta pendirian tersebut telah disetujui oleh Menteri Hukum dan Hak Asasi Manusia Republik Indonesia dengan Surat Keputusan No. AHU-0027471.AH.01.01.Tahun 2021 tanggal 21 April 2021.

IBI berdomisili di Indonesia, dengan kantor yang terdaftar di Panin Tower 15th floor, Room 1020 Senayan City, Jl. Asia Afrika Lot. 19 Jakarta Pusat.

Sesuai dengan Pasal 3 Anggaran Dasar, IBI bergerak dalam kegiatan yang berkaitan dengan pemrosesan atau pengolahan bahan baku/mentah, barang setengah jadi dan/atau komponen dengan menggunakan sarana dan peralatan untuk memberikan nilai tambah dan menghasilkan hal-hal yang berkaitan dengan:

i. Baterai yang digunakan untuk memberi pasokan energi listrik pada kendaraan listrik berbasis baterai atau lainnya;
ii. Penyimpanan energi (*energy storage system*);
iii. Ekosistem dan hal-hal terkait kendaraan listrik;
iv. *Original equipment manufacturer* (OEM); dan
v. Produk turunan lainnya.

9. INVESTMENT IN ASSOCIATES (continued)

PT Industri Baterai Indonesia ('IBI')

IBI was established based on Deed No. 114 dated April 19, 2021 of Jose Dima Satria, SH., M.KN., Notary in Jakarta. The Deed of Establishment was approved by the Minister of Law and Human Rights of the Republic of Indonesia in its decision letter No. AHU-0027471.AH.01.01.Tahun 2021 dated April 21, 2021.

IBI is domiciled in Indonesia, with the address of its registered office is Panin Tower 15th floor, Room 1020 Senayan City, Jl. Asia Afrika Lot. 19 Jakarta Pusat.

In accordance with Article 3 of Articles of Association, IBI is engaged in activities related to the processing of raw materials, semi-finished goods and/or components by using facilities and equipment to provide added value related to:

i. Batteries used to supply electrical energy to battery-based or other electric vehicles;
ii. Energy storage (energy storage system);
iii. Ecosystems and matters related to electric vehicles;
iv. Original equipment manufacturers (OEM); and
v. Other derivative products.

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9. INVESTASI PADA ENTITAS ASOSIASI (lanjutan)

9. *INVESTMENT IN ASSOCIATES (continued)*

PT Indonesia Baterai Indonesia ('IBI') (lanjutan)

Anggaran dasar IBI telah mengalami perubahan beberapa kali, terakhir berdasarkan Akta Pernyataan Keputusan Pemegang Saham Nomor 114 tanggal 19 Juni 2025 yang dibuat di hadapan Jose Dima Satria, SH., M.KN., Notaris di Jakarta. Pemegang saham IBI telah menyetujui untuk melakukan peningkatan modal disetor dan ditempatkan dari semula sebesar Rp783.216 juta atau sebesar 78.321.600 lembar saham menjadi Rp2.000.000 juta atau sebesar 200.000.000 lembar saham yang diambil bagian Perusahaan sebanyak 35.778.066 lembar saham atau setara dengan Rp357.780.660.000 (setara dengan AS$21.924.165). Sehingga kepemilikan saham Perusahaan di IBI menjadi sebesar 33,75%. Perubahan ini disetujui oleh Menteri Hukum dan Hak Asasi Manusia Republik Indonesia berdasarkan SK No. AHU-0040106.AH.01.02.TAHUN 2025 tanggal 19 Juni 2025.

Nilai *goodwill* yang melekat dari setoran modal ke IBI pada tanggal setoran modal tersebut adalah AS$6.394.767.

PT Indonesia Battery Corporation ('IBI') (continued)

IBI's Articles of Association have been amended several times, the latest based on the Deed of Statement of Meeting Resolutions Number 114 dated June 19, 2025 which made in presence of Jose Dima Satria, SH., M.KN., Notary in Jakarta. IBI shareholders agreed to increase their paid-in and issued capital from Rp783,216 million or 78,321,600 shares into Rp2,000,000 million or 200,000,000 shares which taken up by the Company amounted to 35,778,066 shares equivalent to Rp357,780,660,000 (equivalent to US$21,924,165). So the Company's share ownership in IBI becomes 33.75%. This change was approved by the Minister of Law and Human Rights of the Republic of Indonesia based on Decree No. AHU-0040106.AH.01.02.TAHUN 2025 dated June 19, 2025.

The embedded goodwill arising from capital contribution to IBI as of the contribution date is US$6,394,767.

PT Sinergi Mitra Lestari ('SMLI')

PT Sinergi Mitra Lestari (dahulu bernama PT Nasional Hijau Lestari dan sebelumnya bernama PT Jatim Arindo Persada) didirikan berdasarkan Akta Notaris Andi Gustar. S.H., No. 03 tanggal 16 April 2015. Akta Pendirian tersebut telah disahkan oleh Menteri Hukum dan Hak Asasi Manusia Republik Indonesia ("Menkumham") berdasarkan Surat Keputusan ("SK") No. AHU-2434756.AH.01.01.TH.2015 tanggal 17 April 2015.

PT Sinergi Mitra Lestari ('SMLI')

PT Sinergi Mitra Lestari (formerly known as PT Nasional Hijau Lestari and previously known as PT Jatim Arindo Persada) was established based on Notarial Deed No. 03 dated April 16, 2015 of Andi Gustar. S.H., The Deed of Establishment was approved by the Minister of Law and Human Rights of the Republic of Indonesia ("Menkumham") based on Decision Letter ("SK") No. AHU-2434756.AH.01.01.TH.2015 dated April 17, 2015.

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9. INVESTASI PADA ENTITAS ASOSIASI (lanjutan)

PT Sinergi Mitra Lestari ('SMLI') (lanjutan)

SMLI berdomisili di Indonesia, dengan kantor yang terdaftar di Gedung Antam Office Park Tower B, lantai 5, Jl. Letjen. TB Simatupang No.1, Tanjung Barat Jakarta Selatan.

Berdasarkan Pasal 3 Anggaran Dasar, lingkup usaha SMLI saat ini terutama meliputi jasa transportasi dan pengelolaan limbah.

Anggaran dasar SMLI telah mengalami perubahan beberapa kali, terakhir berdasarkan Akta Pernyataan Keputusan Sirkuler Pemegang Saham Pengganti Rapat Umum Pemegang Saham Tahunan Nomor 63 tanggal 31 Desember 2024 yang dibuat di hadapan Mustangin, S.H., Notaris di Jakarta. Pemegang saham SMLI telah menyetujui untuk melakukan peningkatan modal disetor dan ditempatkan dari semula Rp25.000 juta menjadi Rp311.619 juta atau sebesar 311.619.148 lembar saham yang diambil bagian Perusahaan sebanyak 71.654.787 lembar saham atau setara dengan Rp71.655 juta (setara dengan AS$4.505.174). Kepemilikan saham Perusahaan di SMLI tetap sebesar 25%. Perubahan ini disetujui oleh Menteri Hukum dan Hak Asasi Manusia Republik Indonesia berdasarkan SK No. AHU-0000681.AH.01.02 tanggal 9 Januari 2025.

9. INVESTMENT IN ASSOCIATES (continued)

PT Sinergi Mitra Lestari ('SMLI') (continued)

SMLI is domiciled in Indonesia, with the address of its registered office is Gedung Antam Office Park Tower B, lantai 5, Jl. Letjen. TB Simatupang No.1, Tanjung Barat Jakarta Selatan.

Based on Article 3 of the Articles of Association, the scope of activities of SMLI currently comprises waste transportation and management services.

SMLI's Articles of Association have been amended several times, the latest based on the Deed of Circular Resolution of Shareholders in Lieu of Annual General Meeting of Shareholders Number 63 dated December 31, 2024 which made in presence of Mustangin, S.H., Notary in Jakarta. SMLI shareholders agreed to increase their paid-in and issued capital from Rp25,000 million to Rp311,619 million or 311,619,148 shares which taken up by the Company amounted to 71,654,787 shares equivalent to Rp71,655 million (equivalent to US$4,505,174). So the Company's share ownership in SMLI remains 25%. This change was approved by the Minister of Law and Human Rights of the Republic of Indonesia based on Decree No. AHU-0000681.AH.01.02 dated January 9, 2025.

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10. ASET TETAP / *10. FIXED ASSETS*

	1 Januari/ *January 1,* 2025	Penambahan/ *Additions*	Pengurangan/ *Disposals*	Reklasifikasi/ *Reclassification*	Translasi/ *Translation*	31 Desember/ *December 31,* 2025	
Harga perolehan:							*Cost:*
Kepemilikan langsung:							*Direct ownership:*
Hak atas tanah	410.876.387	271.963	-	-	-	411.148.350	*Land rights*
Struktur, bangunan, dan prasarana	993.818.557	2.426	(681.580)	18.799.814	(164.661)	1.011.774.556	*Structure, buildings, and improvements*
Pabrik, mesin dan peralatan	1.167.975.987	8.361.219	(1.398.346)	3.166.935	(458.351)	1.177.647.444	*Plant, machinery and equipment*
Peralatan kantor, rumah sakit, perumahan dan alat-alat perabot	82.018.648	2.482.164	(773.495)	247.798	-	83.975.115	*Office, hospital, housing equipment and furniture and fixtures*
Alat transportasi	18.081.961	285.514	-	73.745	(107)	18.441.113	*Transportation equipment*
Aset dalam penyelesaian	747.077.773	17.878.719	-	(22.288.292)	-	742.668.200	*Construction-in-progress*
	3.419.849.313	29.282.005	(2.853.421)	-	(623.119)	3.445.654.778	
Aset hak-guna:							*Right-of-use assets:*
Hak atas tanah	331.599	-	-	-	(11.067)	320.532	*Land rights*
Bangunan	4.190.653	7.932	-	-	-	4.198.585	*Buildings*
Perabot dan peralatan	1.762.656	916.777	-	-	(7.770)	2.671.663	*Tools and fixtures*
Alat transportasi	12.792.278	3.410.703	-	-	(308)	16.202.673	*Transportation equipment*
	19.077.186	4.335.412	-	-	(19.145)	23.393.453	
Jumlah	**3.438.926.499**					**3.469.048.231**	***Total***
Akumulasi depresiasi:							***Accumulated depreciation:***
Kepemilikan langsung:							*Direct ownership:*
Hak atas tanah	1.539.155	(1.539.155) *)	-	-	-	-	*Land rights*
Struktur, bangunan, dan prasarana	903.669.036	6.622.160	(448.977)	-	(237.877)	909.604.342	*Structure, buildings, and improvements*
Pabrik, mesin dan peralatan pertambangan	773.624.195	36.715.368	(496.738)	-	(368.785)	809.474.040	*Plant, machinery and mining equipment*
Peralatan kantor, rumah sakit, perumahan dan alat-alat perabot	59.051.916	3.171.088	(54.629)	-	(57.631)	62.110.744	*Office, hospital, housing equipment and furniture and fixtures*
Alat transportasi	16.965.207	537.337	-	-	(57.162)	17.445.382	*Transportation equipment*
	1.754.849.509	45.506.798	(1.000.344)	-	(721.455)	1.798.634.508	
Aset hak-guna:							*Right-of-use assets:*
Hak atas tanah	286.280	-	-	-	(9.775)	276.505	*Land rights*
Bangunan	2.959.733	627.241	-	-	-	3.586.974	*Buildings*
Perabot dan peralatan	1.245.769	246.996	-	-	(4.901)	1.487.864	*Tools and fixtures*
Alat transportasi	10.943.708	2.271.291	-	-	(296)	13.214.703	*Transportation equipment*
	15.435.490	3.145.528	-	-	(14.972)	18.566.046	
Jumlah	1.770.284.999	48.652.326	(1.000.344)	-	(736.427)	1.817.200.554	*Total*
Akumulasi penurunan nilai	6.427.399	-	-	-	(47.374)	6.380.025	*Accumulated impairment loss*
Jumlah tercatat	**1.662.214.101**					**1.645.467.652**	***Total carrying value***

*) Merupakan penyesuaian depresiasi tanah milik BAI atas tahun sebelumnya

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10. ASET TETAP (lanjutan) / *10. FIXED ASSETS (continued)*

	1 Januari/ *January 1,* 2024	Penambahan *Additions*	Pengurangan/ *Disposals*	Reklasifikasi/ *Reclassification*	Translasi/ *Translation*	31 Desember/ *December 31,* 2024	
Harga perolehan:							*Cost:*
Kepemilikan langsung:							*Direct ownership:*
Hak atas tanah	408.531.849	2.344.538	-	-	-	410.876.387	*Land rights*
Struktur, bangunan, dan prasarana	993.712.459	1.314.447	(1.255.682)	286.031	(238.698)	993.818.557	*Structure, buildings, improvements and*
Pabrik, mesin dan peralatan	1.125.691.596	33.562.778	(5.280.213)	14.653.747	(651.921)	1.167.975.987	*Plant, machinery and equipment*
Peralatan kantor, rumah sakit, perumahan dan alat-alat perabot	77.301.117	4.936.784	(288.389)	73.785	(4.649)	82.018.648	*Office, hospital, housing equipment and furniture and fixtures*
Alat transportasi	17.796.881	349.387	-	(64.152)	(155)	18.081.961	*Transportation equipment*
Aset dalam penyelesaian	605.990.165	156.037.019	-	(14.949.411)	-	747.077.773	*Construction-in-progress*
	3.229.024.067	198.544.953	(6.824.284)	-	(895.423)	3.419.849.313	
Aset hak-guna:							*Right-of-use assets:*
Hak atas tanah	347.645	-	-	-	(16.046)	331.599	*Land rights*
Bangunan	985.926	3.266.958	(62.231)	-	-	4.190.653	*Buildings*
Pabrik, mesin dan peralatan pertambangan	245.882	-	(245.882) *)	-	-	-	*Plant, machinery and mining equipment*
Perabot dan peralatan	2.409.084	-	(646.153) *)	-	(275)	1.762.656	*Tools and fixtures*
Alat transportasi	11.317.911	1.608.469	(122.755)	-	(11.347)	12.792.278	*Transportation equipment*
	15.306.448	4.875.427	(1.077.021)	-	(27.668)	19.077.186	
Jumlah	**3.244.330.515**					**3.438.926.499**	***Total***
Akumulasi depresiasi:							***Accumulated depreciation:***
Kepemilikan langsung:							*Direct ownership:*
Hak atas tanah	1.341.839	197.316	-	-	-	1.539.155	*Land rights*
Struktur, bangunan, dan prasarana *river channel*	898.496.099	6.480.021	(1.240.811)	(57.037)	(9.236)	903.669.036	*Structure, buildings, improvements and river channel*
Pabrik, mesin dan peralatan pertambangan	738.705.053	39.040.103	(4.185.440)	89.792	(25.313)	773.624.195	*Plant, machinery and mining equipment*
Peralatan kantor, rumah sakit, perumahan dan alat-alat perabot	55.580.063	3.750.685	(244.418)	(33.874)	(540)	59.051.916	*Office, hospital, housing equipment and furniture and fixtures*
Alat transportasi	16.211.177	753.030	-	1.119	(119)	16.965.207	*Transportation equipment*
	1.710.334.231	50.221.155	(5.670.669)	-	(35.208)	1.754.849.509	
Aset hak-guna:							*Right-of-use assets:*
Hak atas tanah	237.558	61.005	-	-	(12.283)	286.280	*Land rights*
Bangunan	802.113	2.240.061	(62.231)	-	(20.210)	2.959.733	*Buildings*
Pabrik, mesin dan peralatan pertambangan	56.003	-	(56.003) *)	-	-	-	*Plant, machinery and mining equipment*
Perabot dan peralatan	1.285.565	-	(39.585) *)		(211)	1.245.769	*Tools and fixtures*
Alat transportasi	10.479.484	601.160	(122.755)	-	(14.181)	10.943.708	*Transportation equipment*
	12.860.723	2.902.226	(280.574)	-	(46.885)	15.435.490	
Jumlah	**1.723.194.954**	**53.123.381**	**(5.951.243)**	**-**	**(82.093)**	**1.770.284.999**	***Total***
Akumulasi penurunan nilai	8.523.324	333.307	(2.372.759) *)	-	(56.473)	6.427.399	*Accumulated impairment loss*
Jumlah tercatat	**1.512.612.237**					**1.662.214.101**	***Total carrying value***

*) Grup mengakui penyesuaian periode lalu

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10. ASET TETAP (lanjutan)

Pada tahun 2025, Grup menyewa berbagai mesin, peralatan dan kendaraan (2024: mesin, peralatan, kendaraan dan alat berat) berdasarkan perjanjian sewa yang tidak dapat dibatalkan. Masa sewa berkisar antara tiga sampai lima tahun dan Grup memegang kepemilikan atas aset. Tidak ada dari aset sewa tersebut yang disewakan kembali oleh Grup kepada pihak ketiga.

Beban depresiasi aset tetap untuk tahun-tahun yang berakhir pada tanggal 31 Desember 2025 dan 2024 dialokasikan sebagai berikut:

10. FIXED ASSETS (continued)

In 2025, the Group leases machinery, equipment and vehicles (2024: machinery, equipment, vehicles and heavy equipment) under non-cancellable lease agreements. The lease terms are between three and five years, and ownership of the assets lies within the Group. None of the leased assets were sub-leased by the Group to third parties.

The depreciation of fixed assets for the years ended December 31, 2025 and 2024 were allocated as follows:

	2025 USD	2024 USD	
Beban pokok pendapatan	44.781.444	44.280.590	*Cost of revenue*
Beban umum dan administrasi dan beban penjualan	3.730.992	5.731.619	*General and administrative expenses and selling expenses*
Beban yang dikapitalisasi	-	82.404	*Capitalized expenses*
Biaya lain-lain	139.890	3.028.768	*Other expense*
Jumlah	**48.652.326**	**53.123.381**	***Total***

Aset dalam penyelesaian terutama merupakan pembangunan *Smelter Grade Alumina Refinery* ("SGAR"). Aset dalam penyelesaian tersebut diperkirakan akan selesai pada akhir tahun 2026 dengan kemajuan penyelesaian masing-masing sebesar 98,56% dan 96,89% pada tanggal 31 Desember 2025 dan 2024.

Most of Construction-in-progress related are to Smelter Grade Alumina Refinery ("SGAR"). The construction of SGAR is expected to be completed in 2026, with a completion progress of 98,56% and 96.89%, as at December 31, 2025 and 2024, respectively.

Hak atas tanah diperoleh berdasarkan Sertifikat Hak Guna Bangunan ("HGB") yang dapat diperbaharui dengan masa yang akan berakhir antara tahun 2028 sampai 2033 dan Surat Keterangan Tanah ("SKT") dengan masa yang akan berakhir antara tahun 2048 sampai 2053. Grup berkeyakinan bahwa hak atas tanah tersebut dapat diperbarui berdasarkan praktik historis.

Land rights are held under renewable Building Right Titles ("HGB") which will expire between 2028 and 2033 and Certificate of Land Entitlement ("SKT") which will expire between 2048 and 2053. The Group believes that such land rights can be renewed based on historical practices.

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10. ASET TETAP (lanjutan)

Pada tanggal 31 Desember 2025 dan 2024, aset tetap Grup telah diasuransikan terhadap semua risiko kerusakan dengan jumlah pertanggungan sebesar AS$2.651.254.206 dan AS$1.851.604.982. Manajemen Grup berpendapat bahwa aset tetap pada tanggal 31 Desember 2025 dan 2024 telah diasuransikan secara memadai.

Pada tanggal 31 Desember 2025 dan 2024, manajemen berkeyakinan bahwa penyisihan penurunan nilai aset tetap telah memadai.

10. FIXED ASSETS (continued)

As at December 31, 2025 and 2024, the Group's property, plant and equipment were insured against all risks of damage, with total coverage of approximately US$2,651,254,206 and US$1,851,604,982, respectively. The Group's management believes that the property, plant and equipment as at December 31, 2025 and 2024 were adequately insured.

As at December 31, 2025 and 2024, management believes that the provision for impairment in the value of the fixed assets is adequate.

11. PERPAJAKAN / *11. TAXATION*

a. Pajak dibayar di muka / *a. Prepaid taxes*

	2025 USD	2024 USD	
Bagian lancar			***Current portion***
PPN	22.936.950	7.170.762	*VAT*
Pasal 22	-	11.920	*Art 22*
Lainnya	1.282.032	-	*Others*
Jumlah bagian lancar	**24.218.982**	**7.182.682**	***Total current portion***
Bagian tidak lancar			*Non-current portion*
Pajak penghasilan badan - 2023	-	13.933.653	*Corporate income taxes - 2023*
PPN	11.521.085	21.547.401	*VAT*
Jumlah bagian tidak lancar	**11.521.085**	**35.481.054**	***Total non-current portion***

b. Utang pajak / *b. Taxes payable*

	2025 USD	2024 USD	
Pajak penghasilan badan	**7.076.053**	**24.106.478**	***Corporate income taxes***
Pajak penghasilan			*Income taxes*
Pasal 21	1.431.228	1.941.048	*Article 21*
Pasal 22	1.244.956	153.811	*Article 22*
Pasal 23	1.632.805	135.843	*Article 23*
Pasal 4(2)	281.637	872.927	*Article 4(2)*
Pasal 26	17.552	-	*Article 26*
Pajak lainnya			*Other taxes*
PPN	3.143.191	1.162.395	*VAT*
BPHTB	-	1.949.653	*BPHTB*
	7.751.369	**6.215.677**	
Jumlah utang pajak	**14.827.422**	**30.322.155**	***Total taxes payable***

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11. PERPAJAKAN (lanjutan) / *11. TAXATION (continued)*

c. Beban pajak penghasilan / c. Income tax expenses

	2025			2024			
	Entitas Induk/ *Parent* USD	Entitas Anak/ *Subsidiaries* USD	Konsolidasian/ *Consolidated* USD	Entitas Induk/ *Parent* USD	Entitas Anak/ *Subsidiaries* USD	Konsolidasian/ *Consolidated* USD	
Kini	41.626.685	-	41.626.685	42.083.316	-	42.083.316	*Current*
Tangguhan	7.174.747	-	7.174.747	3.782.301	91.086	3.873.387	*Deferred*
Koreksi	2.333.249	-	2.333.249	-	-	-	*Correction*
Jumlah	**51.134.681**	**-**	**51.134.681**	**45.865.617**	**91.086**	**45.956.703**	***Total***

Perhitungan taksiran beban pajak kini dan kurang bayar pajak penghasilan Perusahaan adalah sebagai berikut:

The calculation of estimated current tax expense and under payment of corporate income taxes of the Company are as follows:

	2025 USD	2024 USD	
Laba konsolidasian sebelum pajak penghasilan	193.939.908	169.673.676	*Consolidated profit before income tax*
Penyesuaian atas eliminasi	37.104.160	42.096.934	*Adjustment of eliminations*
Laba sebelum Pajak Penghasilan Perusahaan	**231.044.068**	**211.770.610**	*Profit before Income Tax of the Company*
Perbedaan temporer:			*Temporary difference:*
Kewajiban imbalan pascakerja dan insentif	11.424.192	11.186.758	*Post-employment benefit obligation and incentive*
Provisi pajak daerah	(17.638.073)	2.806.297	*Provision for regional tax*
Provisi penurunan nilai	(2.552.574)	405.434	*Provision for impairment losses*
Perbedaan depresiasi komersial dan fiskal	(21.367.755)	(35.315.231)	*Difference between commercial and fiscal depreciation*
Perbedaan tetap:			*Permanent differences:*
Beban yang tidak dapat dikurangkan	14.967.179	16.580.735	*Non-deductible expenses*
Serap (laba)/rugi entitas anak dan asosiasi	(9.980.354)	9.096.972	*Share in (profit)/loss of subsidiaries and associates*
Penghasilan yang dikenai pajak final	(16.684.479)	(28.968.241)	*Income subject to final tax*
Estimasi laba kena pajak Perusahaan	189.212.204	191.287.800	*Estimated taxable income of the Company*
Perhitungan pajak penghasilan kini	41.626.685	42.083.316	*Computation of current income tax*
Dikurangi:			*Less:*
Pajak penghasilan dibayar di muka	(34.550.632)	(17.976.838)	*Prepayment of income taxes*
Kurang bayar pajak penghasilan badan - Perusahaan	7.076.053	24.106.478	*Under payment of corporate income taxes - the Company*
Kurang bayar pajak penghasilan badan:			*Under payment of corporate income taxes:*
- Perusahaan	7.076.053	24.106.478	*The Company -*
- Entitas anak	-	-	*Subsidiaries -*
- Konsolidasian	**7.076.053**	**24.106.478**	***Consolidated -***

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11. PERPAJAKAN (lanjutan) / *11. TAXATION (continued)*

c. Beban pajak penghasilan (lanjutan) / *c. Income tax expenses (continued)*

Rekonsiliasi antara laba sebelum pajak penghasilan seperti yang disajikan dalam laba rugi dan taksiran laba fiskal Perusahaan untuk tahun yang berakhir pada tanggal 31 Desember 2025 dan 2024 adalah sebagai berikut:

The reconciliation between profit before income tax as shown in profit or loss and the estimated fiscal income of the Company for the years ended December 31, 2025 and 2024 is as follows:

	2025 USD	2024 USD	
Laba konsolidasian sebelum pajak penghasilan	193.939.908	169.673.676	*Consolidated profit before income tax*
Penyesuaian atas eliminasi	37.104.160	42.096.934	*Adjustment of elimination*
Laba sebelum Pajak Penghasilan Perusahaan	231.044.068	211.770.610	*Profit before Income Tax of the Company*
Pajak dihitung dengan tarif pajak yang berlaku	50.829.696	46.589.534	*Tax calculated at applicable tax rates*
Pengaruh Pajak atas Perbedaan Tetap	(2.573.484)	(723.917)	*Tax Effect of Permanent Differences*
Penyesuaian terkait Beban Pajak Tangguhan Tahun Sebelumnya	545.220	-	*Adjustment in Respect of Prior Year Deferred Tax*
Penyesuaian terkait Beban Pajak Badan Tahun Sebelumnya	2.333.249	-	*Adjustment in Respect of Prior Year Corporate Tax*
Jumlah Beban Pajak Perusahaan	**51.134.681**	**45.865.617**	***Total Tax Expenses of the Company***
Beban Pajak Entitas Anak	-	91.086	*Tax Expenses of Subsidiaries*
Jumlah Beban pajak penghasilan Konsolidasian	**51.134.681**	**45.956.703**	***Total consolidated Tax Expenses***

d. Aset/(liabilitas) pajak tangguhan / *d. Deferred tax assets/(liabilities)*

Rincian aset (liabilitas) pajak tangguhan adalah sebagai berikut:

The details of the deferred tax assets (liabilities) are as follows:

	2025 USD	2024 USD	
Aset (liabilitas) pajak tangguhan			*Deferred tax assets (liabilities)*
Kewajiban imbalan Pascakerja	9.610.612	10.456.695	*Post-employment benefit obligations*
Provisi penurunan nilai	7.604.129	11.460.345	*Provision for impairment losses*
Perbedaan nilai buku aset tetap komersial dan fiskal	(29.085.359)	(23.962.200)	*Difference between commercial and tax on net book value of fixed assets*
Lainnya	10.385.159	7.571.056	*Others*
Jumlah pajak tangguhan, neto	**(1.485.459)**	**5.525.896**	***Total deferred tax, net***

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11. PERPAJAKAN (lanjutan) / *11. TAXATION (continued)*

d. Aset/(liabilitas) pajak tangguhan (lanjutan) / *d. Deferred tax assets/(liabilities) (continued)*

	2025 USD	2024 USD	
Aset pajak tangguhan, neto - awal tahun	5.525.896	9.505.492	*Deferred tax assets, net - beginning balance*
Beban pajak tangguhan	(7.174.747)	(3.873.387)	*Deferred tax expense*
Dibebankan pada penghasilan komprehensif lain	163.392	(106.209)	*Recognised in other comprehensive income*
Jumlah	**(1.485.459)**	**5.525.896**	***Total***

e. Surat ketetapan pajak / *e. Tax assessment letters*

Perusahaan

Pada tanggal 11 Maret 2025, Perusahaan menerima Surat Ketetapan Pajak Lebih Bayar ("SKPLB") Pajak Penghasilan Badan tahun 2023 sebesar AS$12.109.830 yang mana lebih rendah dari lebih bayar yang dilaporkan Perusahaan sebesar AS$13.933.653. Pada tanggal 30 April 2025, Perusahaan menerima pengembalian sebesar Rp198.624 juta (AS$11.779.356) setelah dikurangi utang pajak lainnya sebesar Rp14 juta (AS$833). Perusahaan menerima hasil ketetapan tersebut dan mencatat beban pada laporan laba rugi dan penghasilan komprehensif tahun berjalan.

Pada tanggal 27 Maret 2025, Perusahaan menerima Surat Ketetapan Pajak Kurang Bayar ("SKPKB") Pajak Penghasilan Badan tahun 2020 sebesar AS$2.484.942 lebih rendah dari yang dilaporkan Perusahaan sebesar lebih bayar AS$1.778.124. Pada tanggal 22 April 2025, Perusahaan melakukan pembayaran atas kurang bayar Pajak Penghasilan Badan sebesar AS$2.484.942 dan pajak lainnya sebesar Rp16.516 juta (AS$982.241). Perusahaan menerima hasil ketetapan tersebut dan mencatat beban pada laporan laba rugi dan penghasilan komprehensif tahun sebelumnya.

The Company

On March 11, 2025, the Company received an Overpayment Tax Assessment Letter ("SKPLB") for Corporate Income Tax for fiscal year 2023 amounting to US$12,109,830, which was lower than the overpayment reported by the Company of US$13,933,653. On April 30, 2025, the Company received a refund of Rp198,624 million (US$11,779,356) after deducting other tax payables amounting to Rp14 million (US$833). The Company accepted the assessment results and recognized an expense in the current year's statement of profit or loss and other comprehensive income.

On March 27, 2025, the Company received an Underpayment Tax Assessment Letter ("SKPKB") for Corporate Income Tax for fiscal year 2020 amounting to US$2,484,942, which was lower than the overpayment of US$1,778,124 previously reported by the Company. On April 22, 2025, the Company paid for underpayment of Corporate Income tax amounting to US$2,484,942 and other tax amounting to Rp16,516 million (US$982,241). The Company accepted the assessment results and recognized an expense in the prior year's statement of profit or loss and other comprehensive income.

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11. PERPAJAKAN (lanjutan)

e. Surat ketetapan pajak (lanjutan)

BAI

Pada tanggal 30 Desember 2024, BAI menerima SKPLB PPN tahun 2023 sebesar Rp88.465 juta (AS$5.473.637) lebih rendah dari lebih bayar yang dilaporkan BAI sebesar Rp113.173 juta (AS$7.002.404). Pada tanggal 14 Januari 2025, BAI mengajukan surat keberatan ke Kantor Pajak. Pada tanggal 10 Februari 2025, BAI menerima pengembalian sebesar Rp88.465 juta (AS$5.473.637) di luar nilai koreksi Kantor Pajak sebesar Rp24.708 juta (AS$1.528.767).

Pada tanggal 19 September 2025, kantor pajak mengabulkan seluruh keberatan yang diajukan BAI. Pada tanggal 23 Oktober 2025, BAI menerima pengembalian atas permohonan keberatan sebesar Rp24.708 juta (AS$1.528.767).

Pada tanggal 11 Februari 2026, BAI menerima SKPLB PPN tahun 2024 sebesar Rp322.387 juta (AS$19.568.255) lebih rendah dari lebih bayar yang dilaporkan BAI sebesar Rp323.540 juta (AS$19.638.240). Pada 9 Maret 2026, BAI menerima pengembalian sebesar Rp322.387 juta (AS$19.568.255). BAI menerima hasil ketetapan tersebut dan mencatat beban pada laporan laba rugi dan penghasilan komprehensif tahun berjalan.

11. TAXATION (continued)

e. Tax assessment letters (continued)

BAI

On December 30, 2024, BAI received a VAT SKPLB for year 2023 amounting to Rp88,465 million (US$5,473,637), which was lower than the overpayment reported by BAI of Rp113,173 million (US$7,002,404). On January 14, 2025, BAI submitted an objection letter to the Tax Office. On February 10, 2025, BAI received a refund amounting to Rp88,465 million (US$5,473,637), excluding the Tax Office's adjustment of Rp24,708 million (US$1,528,767).

On September 19, 2025, the tax office approved all of the objections submitted by BAI. On October 23, 2025, BAI received a refund related to the objection request amounting to Rp24,708 million (US$1,528,767).

On February 11, 2026, BAI received a VAT SKPLB for the 2024 fiscal year amounting to Rp322,387 million (US$19,568,255), which was lower than the overpayment reported by BAI of Rp323,540 million (US$19,638,240). On March 9, 2026, BAI received a refund amounting to Rp322,387 million (US$19,568,255). BAI accepted the assessment and recognized the difference as an expense in the current year's statement of profit or loss and other comprehensive income.

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12. PIUTANG PAJAK LAINNYA / *12. OTHER TAX RECEIVABLES*

	2025 USD	2024 USD	
Jumlah sengketa Pajak Air Permukaan ("PAP"), sebesar Rp536.058 juta	32.060.894	33.167.810	*Surface Water Tax ("PAP") disputed amount of, Rp536.058 million*
Imbalan bunga piutang dari sengketa PAP	-	15.920.551	*Interest income from PAP dispute*
Kekurangan pembayaran PAP dan sanksi administrasi berdasarkan putusan banding	-	(3.360.901)	*Underpayment of PAP and penalties based on the appeal decision*
	32.060.894	**45.727.460**	
Dikurangi:			*Less:*
Efek diskonto	(9.251.675)	(11.129.138)	*Discounting impact*
Cadangan penurunan nilai	-	(12.559.650)	*Allowance for impairment*
Pengembalian piutang PAP	(7.415.978)	(5.911.783)	*Surface water tax refund*
Jumlah piutang PAP, neto	**15.393.241**	**16.126.889**	***Total PAP receivables, net***
Bagian lancar	**(1.617.089)**	**(859.381)**	***Current portion***
Bagian tidak lancar	**13.776.152**	**15.267.508**	***Non-current portion***

Sejak tahun 2014, Perusahaan memiliki sengketa dengan Pemerintah Provinsi Sumatera Utara ("Pemprovsu") mengenai utang pajak daerah atas penggunaan air permukaan untuk Pembangkit Listrik Tenaga Air ("PLTA") Perusahaan.

Since 2014, the Company has had a dispute with the North Sumatra Provincial Government ("Pemprovsu") regarding regional tax debts for the use of surface water for the Company's Hydroelectric Power Plant ("PLTA").

Sengketa tersebut berhubungan dengan interpretasi Peraturan Gubernur Sumatera Utara No. 24 Tahun 2011 tentang Prosedur Perhitungan Nilai Pengadaan Air untuk Penentuan PAP di Sumatera Utara tanggal 8 April 2011, yang mengatur cara perhitungan PAP.

The dispute relates to the interpretation of North Sumatra Governor Regulation No. 24 of 2011 concerning Procedures for Calculating the Value of Water Procurement for Determining PAP in North Sumatra dated April 8, 2011, which regulates the method for calculating PAP.

Perusahaan meyakini bahwa tarif pajak yang berlaku seharusnya sesuai dengan yang berlaku di PLN, yang merupakan perusahaan BUMN pemasok listrik, yakni sebesar Rp75/Kwh dari setiap listrik yang dihasilkan oleh PLTA Perusahaan. Namun, menurut Surat Ketetapan Pajak Daerah ("SKPD") dari Pemprovsu, perhitungan yang berlaku untuk PAP seharusnya menerapkan tarif pajak industri untuk perusahaan swasta tertutup, yang dihitung berdasarkan jumlah volume penggunaan air dalam meter kubik (m3) dikalikan dengan tarif progresif sebesar Rp123,4/m3 sampai dengan Rp144,4/m3.

The Company believes that the applicable tax rates should be in accordance with those applicable to PLN, which is a state-owned company that supplies electricity, namely Rp75/Kwh for each electricity produced by the company's hydropower plant. However, according to the Regional Tax Assessment Letter ("SKPD") from the Provincial Government, the calculation that applies to PAP should apply the industrial tax rate for closed private companies, which is calculated based on the total volume of water use in cubic meters (cbm) multiplied by a progressive rate of Rp123.4/cbm up to Rp144.4/cbm.

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12. PIUTANG PAJAK LAINNYA (lanjutan)

Sampai dengan tanggal 31 Desember 2024, Perusahaan telah mengajukan 99 surat keberatan terhadap SKPD dari Pemprovsu. Dari 99 surat keberatan, 96 surat keberatan telah ditolak. Sehubungan dengan penolakan surat keberatan, Perusahaan telah mengajukan 78 surat banding kepada Pengadilan Pajak Indonesia. 11 surat ditolak, 13 surat diumumkan tidak memenuhi persyaratan formal oleh pengadilan pajak Indonesia, 42 surat dimenangkan oleh Perusahaan dan 12 surat banding telah dicabut di tingkat Pengadilan Pajak.

Perusahaan telah mengajukan peninjauan kembali (PK) atas 24 surat banding yang telah ditolak dan yang dinyatakan tidak memenuhi persyaratan tersebut, dan seluruh PK telah dikabulkan oleh Mahkamah Agung Indonesia. Atas putusan-putusan yang memenangkan Perusahaan, Perusahaan sebelumnya telah membayar sejumlah Rp536.058 juta kepada Pemprovsu dan berhak atas imbalan bunga atas pembayaran tersebut sebesar Rp257.307 juta setelah menerima putusan dari Mahkamah Agung di bulan Desember 2019. Perusahaan telah membukukan efek diskonto dan provisi penurunan nilai atas tagihan piutang pajak tersebut di laporan keuangan konsolidasian ini sejalan dengan estimasi pengembalian piutang pajak yang diharapkan oleh manajemen.

Pada 11 April 2022, Gubernur Provinsi Sumatera Utara mengirimkan surat kepada Menteri Badan Usaha Milik Negara terkait permohonan penghapusan imbalan bunga dan skema pengembalian Pajak Air Permukaan.

12. OTHER TAX RECEIVABLES (continued)

As of December 31, 2024, the Company has submitted 99 letters of objection to the SKPD from the Provincial Government. Of the 99 letters of objection, 96 letters of objection were rejected. In connection with the rejection of the objection letter, the Company has submitted 78 appeal letters to the Indonesian Tax Court. 11 letters were rejected, 13 letters were announced as not meeting formal requirements by the Indonesian tax court, 42 letters were won by the Company, and 12 letters have been withdrawn at the tax Court level.

The Company has submitted a judicial review of 24 appeal letters which have been rejected and declared not to meet these requirements, and all of the judicial review have been granted by the Indonesian Supreme Court. For the decisions in favor of the Company, the Company had previously paid Rp536,058 million to the Provincial Government and is entitled to receive interest compensation on these payments amounting to Rp257,307 million after receiving a decision from the Supreme Court in December 2019. The Company recorded discount effects and impairment provisions for tax receivables in the consolidated financial statements in line with management's estimated return on tax receivables.

On April 11, 2022, the Governor of North Sumatra Province sent a letter to the Minister of State-Owned Enterprises regarding the request for the elimination of interest payments and the Surface Water Tax refund scheme.

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12. PIUTANG PAJAK LAINNYA (lanjutan)

Pada tanggal 29 Juli 2022, Perusahaan menerima Surat Ketetapan Pajak Daerah Lebih Bayar ("SKPDLB") dari Pemprovsu untuk PAP masa pajak November 2013 hingga Maret 2016 sebesar Rp536.058 juta atas pokok Piutang Pajak. Sedangkan untuk imbalan bunga sebesar Rp257.307 juta, Perusahaan belum menerima tanggapan formal atau korespondensi dari Pemprovsu sampai dengan tanggal laporan keuangan konsolidasian ini diterbitkan.

Pada tanggal 8 Desember 2022, Perusahaan dan Pemprovsu telah menyepakati bahwa setiap pembayaran kewajiban PAP Perusahaan kepada Pemprovsu akan didistribusikan dengan formula 65% (enam puluh lima persen) sebagai pembayaran kewajiban pajak air permukaan kepada Pemprovsu dari Perusahaan dan 35% (tiga puluh lima persen) sebagai angsuran pembayaran piutang PAP kepada Perusahaan oleh Pemprovsu.

Perusahaan telah melakukan pembayaran kewajiban Pajak Air Permukaan kepada Pemprovsu untuk masa pajak September 2017 sampai dengan Oktober 2025 sebesar Rp354.272 juta (setara dengan AS$21.188.509).

Perusahaan telah menerima kembali sejumlah 35% dari total pembayaran kewajiban PAP yang telah dibayarkan oleh Perusahaan sebelumnya atau sebesar Rp123.995 juta (setara dengan AS$7.415.978) untuk diperhitungkan sebagai angsuran pembayaran piutang PAP.

Pada 8 Oktober 2025, Perusahaan menerima surat No. 281/E.DDPU/X/2025 dari MIND ID perihal persetujuan atas penghapusbukuan piutang imbalan bunga Pajak Air Permukaan. Sehubungan dengan hal ini, Perusahaan telah melakukan penghapusbukuan piutang imbalan bunga Pajak Air Permukaan dalam laporan posisi keuangan konsolidasian per 31 Desember 2025.

12. OTHER TAX RECEIVABLES (continued)

On July 29, 2022, the Company received a Regional Tax Overpayment Assessment Letter ("SKPDLB") from the North Sumatra Provincial Government for the PAP for the tax period November 2013 to March 2016 amounting to Rp536,058 million for the principal of Tax Receivables. Meanwhile, for interest compensation amounting to Rp257,307 million, the Company has not received a formal response or correspondence from the Provincial Government as of the date this consolidated financial report is published.

On December 8, 2022, the Company and the Provincial Government have agreed that every payment of the Company's PAP obligations to the Provincial Government will be distributed with the formula 65% (sixty five percent) as payment of surface water tax obligations to the Provincial Government from the Company and 35% (thirty five percent) as installment payment of PAP receivables to the Company by the Provincial Government.

The Company has paid its Surface Water Tax obligations to the Provincial Government for the September 2017 to October 2025 tax period, totaling Rp354,272 million (equivalent to US$21,188,509).

The Company has received back 35% of the total payment of PAP obligations previously paid by the Company or Rp123,995 million (equivalent to US$7,415,978) to be calculated as installments for payment of PAP receivables.

On October 8, 2025, the Company received letter No. 281/E.DDPU/X/2025 from MIND ID regarding the approval for the write-off of Surface Water Tax interest receivables. In relation to this, the Company has written off the Surface Water Tax interest receivables in the consolidated statement of financial position as of December 31, 2025.

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13. UTANG USAHA / *13. TRADE PAYABLES*

	2025 USD	2024 USD	
Pihak ketiga	15.631.595	22.501.395	*Third parties*
Pihak berelasi (Catatan 26)	51.668.862	49.411.710	*Related parties (Note 26)*
Jumlah utang usaha	**67.300.457**	**71.913.105**	***Total trade payables***

Utang usaha didenominasikan dalam mata uang berikut ini:

Trade payables are denominated in the following currencies:

	2025 USD	2024 USD	
Rupiah	61.823.275	25.646.184	*Rupiah*
Dolar AS	5.477.182	45.379.049	*US Dollar*
Mata uang asing lainnya	-	887.872	*Other foreign currencies*
Jumlah utang usaha	**67.300.457**	**71.913.105**	***Total trade payables***

14. AKRUAL / *14. ACCRUALS*

	2025 USD	2024 USD	
Aset dalam penyelesaian	32.549.543	157.052.395	*Construction-in-progress*
Pajak dan retribusi daerah	27.443.796	29.391.727	*Regional taxes and Other government charges*
Bahan baku dan pendukung	22.504.341	41.029.822	*Raw and subsidiary materials*
Perbaikan dan pemeliharaan	5.196.142	6.217.905	*Repairs and maintenance*
Jasa angkut dan bongkar muat	4.790.379	643.076	*Transport and loading services*
Pembelian listrik	11.347.407	-	*Electricity purchases*
Akrual operasional lainnya	20.084.313	14.486.378	*Other operational accruals*
Jumlah akrual	**123.915.921**	**248.821.303**	***Total accruals***

15. LIABILITAS IMBALAN KERJA JANGKA PENDEK / *15. SHORT-TERM EMPLOYEE BENEFIT LIABILITIES*

	2025 USD	2024 USD	
Bonus karyawan dan tantiem	**37.583.294**	**43.768.242**	*Employee bonus and tantiem*

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16. LIABILITAS IMBALAN KERJA

a. Imbalan Pasti

Grup mengakui liabilitas imbalan kerja karyawan sesuai dengan PSAK No. 219 "Imbalan Kerja". Grup menyelenggarakan program dana pensiun iuran pasti untuk seluruh karyawan tetap yang memenuhi syarat. Dana pensiun Grup dikelola oleh Dana Pensiun Lembaga Keuangan ("DPLK") BNI.

Liabilitas pensiun dan pascakerja lainnya pada tanggal 31 Desember 2025 dan 2024 dihitung oleh aktuaris independen, Kantor Konsultan Aktuaria Steven & Mourits, yang laporannya masing-masing bertanggal 12 Maret 2026 dan 10 Maret 2025. Liabilitas pensiun terdiri dari Imbalan UUK, pin emas, masa persiapan pensiun, dan penghargaan masa pengabdian.

Asumsi utama yang digunakan oleh aktuaris untuk menentukan liabilitas pensiun dan pascakerja lainnya adalah sebagai berikut:

16. EMPLOYEE BENEFIT LIABILITIES

a. Defined Benefit

The Group recognizes the liabilities for employee's benefits as accounted for in accordance with the PSAK No. 219 "Employee Benefits". The Group has a a defined contribution pension plan for all eligible permanent employees. The Group's retirement plan is managed by Dana Pensiun Lembaga Keuangan ("DPLK") BNI.

The pension and other post-employment liabilities as at December 31, 2025 and 2024 were calculated by Actuarial Consultant Office Steven & Mourits, an independent actuary with its report dated March 12, 2026 and March 10, 2025, respectively. Pension liabilities comprise of labor law benefits, gold pin, retirement preparation and long service awards.

The principal actuarial assumptions used by the actuaries in determining the pension and other postretirement obligations were as follows:

	2025	2024	
Tingkat kematian tahunan - karyawan aktif	TMI 4 (2019)	TMI 4 (2019)	*Annual mortality table - active employees*
Tingkat kematian tahunan - pensiunan	*Group Annuity Mortality* 1971 dan/*and* 1983	*Group Annuity Mortality* 1971 dan/*and* 1983	*Annual mortality table - pensioners*
Ekspektasi imbal hasil aset program	5,30% - 6,85%	3,56% - 7,50%	*Expected return on plan assets*
Usia pensiun normal	56 tahun/ *year*	55-56 tahun/ *years*	*Normal retirement age years*
Tren biaya kesehatan	7,00% - 10,00%	7,00% - 10,00%	*Medical cost trend rates*
Tingkat diskonto:			*Discount rate:*
- Imbalan pensiun	5,30%-6,85%	7,10%-7,15%	*Pension benefits -*
- Imbalan pascakerja lainnya	6,50%	7,15%	*Other post-retirement benefits -*
- Imbalan kerja jangka panjang lainnya	6,50%	7,10%	*Other long-term employment benefits -*
Tingkat kenaikan gaji dimasa depan:			*Future salary increase:*
- Imbalan pensiun	3,00%	3,50%	*Pension benefits -*

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16. LIABILITAS IMBALAN KERJA (lanjutan) / *16. EMPLOYEE BENEFIT LIABILITIES (continued)*

a. Imbalan Pasti (lanjutan) / *a. Defined Benefit (continued)*

Rincian kewajiban imbalan kerja karyawan adalah sebagai berikut: / *The details of the employee benefit obligations are as follows:*

	2025 USD	2024 USD	
Imbalan pensiun	286.185	1.441.170	*Pension benefits*
Imbalan pascakerja lainnya	3.532.541	2.659.756	*Other post-retirement benefits*
Imbalan kerja jangka panjang lainnya	3.079.621	1.018.893	*Other long-term employment benefits*
Jumlah	**6.898.347**	**5.119.819**	***Total***

i. Imbalan Pensiun / *i. Pension Benefits*

	2025 USD	2024 USD	
Saldo awal	**1.441.170**	**1.756.575**	*Beginning balance*
Diakui pada laba rugi:			*Recognized in profit or loss:*
Biaya jasa kini	110.543	176.012	*Current service cost*
Penyesuaian atas pengakuan masa kerja lalu	(1.206.672)	-	*Past service cost*
Biaya bunga	8.103	104.851	*Interest cost*
Lainnya	42.954	15.123	*Others*
	(1.045.072)	295.986	
Pengukuran kembali diakui sebagai penghasilan komprehensif lainnya:			*Remeasurement recognized as other comprehensive income:*
Perubahan asumsi keuangan	(35.892)	(255.167)	*Change in financial assumptions*
Perubahan asumsi demografi	(105)	-	*Change in demographic assumptions*
Penyesuaian pengalaman	(2.064)	(263.165)	*Experience adjustment*
	(38.061)	(518.332)	
Pembayaran manfaat oleh:			*Benefit paid by:*
Grup	(21.939)	(16.639)	*The Group*
Translasi	(49.913)	(76.420)	*Translation*
Saldo akhir	**286.185**	**1.441.170**	***Ending balance***

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16. LIABILITAS IMBALAN KERJA (lanjutan) / *16. EMPLOYEE BENEFIT LIABILITIES (continued)*

a. Imbalan Pasti (lanjutan) / *a. Defined Benefit (continued)*

ii. Imbalan pasca kerja lainnya / *ii. Pension post-retirement benefits*

	2025 USD	2024 USD	
Saldo awal	**2.659.756**	**2.594.601**	***Beginning balance***
Diakui pada laba rugi			*Recognised in profit or loss:*
Biaya jasa kini	234.205	216.471	*Current service cost*
Bagian jasa lalu dan kerugian yang timbul dari penyelesaian	-	29.252	*Past service cost and losses on settlement*
Beban bunga	178.394	165.116	*Interest cost*
	412.599	410.839	
Pengukuran Kembali diakui Sebagai penghasilan Komprehensif lain			*Remeasurement Recognized as other Comprehensive income:*
Perubahan asumsi keuangan	120.791	(303.808)	*Change in financial assumptions*
Penyesuaian pengalaman	589.153	289.359	*Experience adjustment*
	709.944	(14.449)	
Pembayaran manfaat oleh: Grup	(160.994)	(207.798)	*Benefit paid by: The Group*
Translasi	(88.764)	(123.437)	*Translation*
Saldo akhir	**3.532.541**	**2.659.756**	***Ending balance***

iii. Imbalan kerja jangka panjang lainnya / *iii. Other long-term employment benefits*

	2025 USD	2024 USD	
Saldo awal	**1.018.893**	**686.573**	***Beginning balance***
Diakui pada laba rugi:			*Recognised in profit or loss:*
Biaya jasa kini	231.429	90.479	*Current service cost*
Penyesuaian atas pengakuan masa kerja lalu	1.086.594	1.829	*Liability assumed due to recognition of past service*
Beban bunga	66.692	44.690	*Interest expense*
Pengakuan rugi atas OLTEB	-	236.879	*Recognitions of OLTEB loss*
Perubahan asumsi keuangan	188.810	8.947	*Change in financial assumptions*
Penyesuaian pengalaman	645.062	227.931	*Experience adjustment*
	2.218.587	610.755	
Pembayaran manfaat	(123.856)	(2.628)	*Benefit payments*
Translasi	(34.003)	(275.807)	*Translation*
Saldo akhir	**3.079.621**	**1.018.893**	***Ending balance***

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16. LIABILITAS IMBALAN KERJA (lanjutan)

a. Imbalan Pasti (lanjutan)

iv. Informasi lainnya

Analisis sensitivitas didasarkan pada perubahan atas satu asumsi aktuarial, sedangkan asumsi lainnya dianggap konstan. Dalam praktiknya, hal ini jarang terjadi, perubahan beberapa asumsi mungkin saling berkorelasi. Perhitungan sensitivitas tersebut menggunakan metode yang sama (*projected unit credit*).

16. EMPLOYEE BENEFIT LIABILITIES (continued)

a. Defined Benefit (continued)

iv. Other information

The sensitivity analysis is based on a change in an assumption while holding all other assumptions constant. In practice, this is unlikely to occur, changes in some of the assumptions may be correlated. The sensitivity is calculated using the same method (projected unit credit).

Asumsi/ *Assumption*	Program/ *Programme*	Dampak terhadap liabilitas secara keseluruhan atas perubahan asumsi/ *Impact on overall liability of change in assumptions*			
		31 Desember/*December* 2025		31 Desember/*December* 2024	
		Kenaikan 1%/ *Increase by 1%*	Penurunan 1%/ *Decrease by 1%*	Kenaikan 1%/ *Increase by 1%*	Penurunan 1%/ *Decrease by 1%*
Tingkat diskonto/ *Discount rate*	Imbalan pensiun/ *Pension benefits*	(21.908)	29.653	(215.120)	254.683
	Imbalan pasca kerja lainnya/ *Other post-retirement benefits*	(398.212)	475.962	(148.959)	173.247
	Imbalan kerja jangka panjang lainnya/ *Other long-term employment benefits*	(273.026)	314.493	(71.883)	81.053
Tingkat kenaikan gaji di masa depan/ *future salary increase rate*	Imbalan pensiun/ *Pension benefits*	38.229	(29.680)	176.485	(153.959)

b. Program Kesehatan Iuran Pasti

Biaya pensiun iuran pasti masing-masing untuk tahun yang berakhir pada tanggal 31 Desember 2025 dan 2024 adalah sebesar AS$6.327.001 dan AS$6.634.738 yang dikelola oleh Dana Pensiun Lembaga Keuangan BRI untuk kompensasi kesehatan pegawai, yang merupakan bagian dari Program DPLK Kesehatan yang disediakan perusahaan kepada karyawan.

b. Health Plan - Defined Contribution

The defined contribution pension costs respectively for the year ended December 31, 2025 and 2024 are amounted to US$6,327,001 and US$6,634,738, in which managed by the Financial Institution Pension Fund BRI for health compensastion plan, which forms part of the Company's DPLK Health Program provided to employees.

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17. LIABILITAS LAINNYA DAN LIABILITAS SEWA / *17. OTHER LIABILITIES AND LEASE LIABILITIES*

a. Liabilitas Lainnya / *a. Other Liabilities*

	2025 USD	2024 USD	
Liabilitas kontrak	11.957.942	2.996.431	*Contract Liabilities*
Utang retensi	89.786.832	80.916.693	*Retention payables*
Lainnya	3.380.413	3.398.774	*Others*
Jumlah liabilitas lainnya	**105.125.187**	**87.311.898**	***Total other liabilities***
Bagian jangka pendek	**(74.558.411)**	**(57.774.322)**	***Current portion***
Bagian jangka panjang	**30.566.776**	**29.537.576**	***Non-current portion***

Utang retensi merupakan porsi tertentu dari setiap tagihan kontraktor atas kemajuan proyek *Engineering, Procurement and Construction* ("EPC"), yang ditahan oleh BAI sebagai pemberi kerja sesuai ketentuan dalam kontrak. Utang tersebut akan dibayarkan kepada kontraktor EPC pada saat penyelesaian dan serah terima proyek SGAR. BAI akan menahan sejumlah tertentu dari pembayaran atas tagihan bulanan kemajuan proyek Konsorsium EPC kepada BAI sampai dengan penyelesaian dan serah terima proyek SGAR. BAI mencatat porsi tagihan vendor sebesar 15% yang ditahan sebagai "Utang retensi", bagian dari liabilitas jangka panjang dalam laporan posisi keuangan konsolidasian.

Retention payables represent certain portion of Engineering, Procurement and Construction ("EPC") contractors' progress billing, that are retained by BAI as the project owner and based on contract terms. These payables will be paid to the EPC contractor upon completion and transfer of SGAR project. BAI will retain certain portion from payments made for monthly progress billing issued by EPC Consortium to BAI until the completion and transfer of SGAR project. BAI recorded the 15% retained portion of vendors' billing as "Retention payable", part of non-current liabilities within the consolidated statement of financial position.

Uang muka dari pelanggan merupakan jumlah pembayaran yang harus dibayarkan sesuai dengan nominal yang tertera pada *provisional invoice* sebelum tagihan aktual diterbitkan. Uang muka harus dibayarkan oleh pelanggan sebelum barang dikirimkan.

The down payment from the customer is the amount of payment that must be paid according to the nominal value stated on the provisional invoice before the actual bill is issued. A down payment must be paid by the customer before the goods are delivered.

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17. LIABILITAS LAINNYA DAN LIABILITAS SEWA (lanjutan)

17. OTHER LIABILITIES AND LEASE LIABILITIES (continued)

b. Liabilitas Sewa

b. Lease Liabilities

Pembayaran sewa minimum masa datang berdasarkan perjanjian sewa pembiayaan adalah sebagai berikut:

The future minimum lease payments based on lease agreements is as follows:

	2025 USD	2024 USD	
Tahun:			*Year:*
2025	-	1.961.095	*2025*
2026	2.742.994	1.255.237	*2026*
2027	1.758.954	541.733	*2027*
2028	593.346	281.824	*2028*
2029	159.373	170.227	*2029*
Jumlah	**5.254.667**	**4.210.116**	***Total***
Dikurangi: bagian bunga	(347.216)	(901.651)	*Less: interest portion*
Liabilitas sewa, neto	**4.907.451**	**3.308.465**	***Lease liabilities, net***
Liabilitas sewa - Jatuh tempo dalam satu tahun	**(2.521.194)**	**(1.752.510)**	***Lease liabilities - Current maturities***
Liabilitas sewa - Setelah dikurangi jatuh tempo dalam satu tahun	**2.386.257**	**1.555.955**	***Lease liabilities - Net of current maturities***

18. MODAL SAHAM

18. SHARE CAPITAL

Komposisi pemegang saham pada 31 Desember 2025 dan 2024 adalah sebagai berikut:

The composition of shareholders as of December 31, 2025 and 2024 were as follows:

	Jumlah saham lembar/ *Number of shares*	Persentase kepemilikan/ *Percentage of Ownership*	Jumlah/ *Total*	
Negara Republik Indonesia Seri A Dwiwarna	1	0.00	99	*Negara Republik Indonesia Seri A Dwiwarna*
PT Mineral Industri Indonesia Seri B	13.087.235	99.99	1.294.189.347	*PT Mineral Industri Indonesia Seri B*
	13.087.236	**100.00**	**1.294.189.446**	

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18. MODAL SAHAM (lanjutan) / *18. SHARE CAPITAL (continued)*

Tambahan modal disetor / *Additional paid-in capital*

Tambahan modal disetor terdiri dari: / *Additional paid-in capital consists of the following:*

	2025 USD	2024 USD	
Selisih yang timbul dari kombinasi bisnis entitas sepengendali: Pengalihan saham seri B milik Pemerintah Indonesia untuk Antam, Timah dan Bukit Asam	1.406.403.671	1.406.403.671	*Difference arising from business combination of entities under common control: Transfer of the series B shares owned by the GoI for, Antam, Timah and Bukit Asam*
Inbreng tanah	(4.365.353)	(4.365.353)	*Land inbreng*
Dampak hilangnya pengendalian anggota holding	(1.367.151.542)	(1.367.151.542)	*Impact on loses of control of holding members*
Jumlah tambahan modal disetor	**34.886.776**	**34.886.776**	***Total additional paid-in capital***

Tambahan modal disetor sebesar Rp19.002 miliar setara dengan AS$1.406.403.671 merupakan perbedaan antara jumlah imbalan yang dialihkan dan jumlah tercatat investasi yang diperoleh dari transaksi pengalihan seluruh saham seri B milik Pemerintah Indonesia pada Antam, Timah dan Bukit Asam kepada Perusahaan pada tahun 2017.

Additional paid-in capital of Rp19,002 billion equivalent to US$1,406,403,671 represents the difference between the purchase consideration and the carrying value of investments obtained from transferring all of the series B shares owned by the GoI to Antam, Timah and Bukit Asam to the Company in 2017.

Pada Desember 2022, Pemerintah Indonesia menerbitkan PP No. 45/2022 dan PP No. 46/2022 yang mengatur pengurangan penyertaan modal negara pada Perusahaan serta penyertaan modal untuk pendirian perusahaan holding pertambangan. Berdasarkan ketentuan tersebut dan Keputusan Menteri Keuangan No. 516/KMK.06/2022, Pemerintah Indonesia mengalihkan penyertaan modal sebesar Rp48.747 miliar (AS$3,608 miliar) yang terdiri dari kepemilikan pada Antam, Timah, Bukit Asam, serta saham Pemerintah di PTFI, dan membentuk MIND ID sebagai induk usaha pertambangan. Efektif 21 Maret 2023, Perusahaan dan MIND ID menyepakati pengalihan aset dan liabilitas dengan nilai masing-masing Rp104.285 miliar (AS$6,755 miliar) dan Rp80.879 miliar (AS$5,239 miliar), dengan selisih sebesar Rp23.405 miliar (AS$1,516 miliar) yang diakui sebagai piutang berbunga 5,5% per tahun dari MIND ID.

In December 2022, the Government of Indonesia issued Government Regulation No. 45/2022 concerning the reduction of state equity participation in the Company and Government Regulation No. 46/2022 regarding additional state equity participation for the establishment of a mining holding company. Based on these regulations and Minister of Finance Decree No. 516/KMK.06/2022, the Government reduced its investment in the Company amounting to Rp48,747 billion (US$3.608 billion), representing ownership in Antam, Timah, Bukit Asam, and the Government's shares in PTFI, and subsequently established MIND ID as the mining holding company. Effective March 21, 2023, pursuant to an asset and liability transfer master agreement between the Company and MIND ID (amended on 15 June 2023), both parties agreed to transfer assets and liabilities valued at Rp104,285 billion (US$6.755 billion) and Rp80,879 billion (US$5.239 billion), respectively, using an exchange rate of Rp15,438 per US$1. The resulting difference of Rp23,405 billion (US$1.516 billion) was recognized as a receivable from MIND ID bearing interest at 5.5% per annum.

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18. MODAL SAHAM (lanjutan)

Pada 30 November 2023, MIND ID melunasi utangnya melalui kombinasi pembayaran kas, deklarasi dividen, tambahan modal disetor, serta saling hapus tantiem, yang secara keseluruhan menimbulkan keuntungan selisih kurs sebesar AS$4,02 juta bagi Perusahaan. Sehubungan dengan transaksi tersebut, Perusahaan mendekonsolidasikan aset dan liabilitas entitas yang dialihkan dan menerapkan akuntansi reorganisasi modal antar entitas sepengendali, sehingga selisih antara imbalan yang diterima dan jumlah tercatat dicatat langsung ke ekuitas sebesar AS$34.886.776. Kinerja keuangan dan arus kas entitas yang dialihkan disajikan sebagai operasi yang dihentikan dalam laporan laba rugi, penghasilan komprehensif lain, dan laporan arus kas konsolidasian untuk tahun yang berakhir 31 Desember 2023.

18. SHARE CAPITAL (continued)

On 30 November 2023, MIND ID settled the outstanding balance through a combination of cash payment, dividend declaration, additional paid-in capital, and offsetting of tantiem balances, resulting in a foreign exchange gain of US$4.02 million recognized by the Company. Following the transfer, the Company deconsolidated the related assets and liabilities and applied the accounting treatment for capital reorganization under common control, recognizing the difference between consideration received and the carrying amount of the disposed businesses directly in equity as additional paid-in capital amounting to US$34,886,776. The financial performance and cash flows of the transferred businesses and entities are presented as discontinued operations in the consolidated statements of profit or loss, other comprehensive income, and cash flows for the year ended 31 December 2023.

19. PENDAPATAN DARI KONTRAK DENGAN PELANGGAN

19. REVENUE FROM CONTRACTS WITH CUSTOMERS

	2025 USD	2024 USD	
Produk:			*Products:*
Ingot	659.089.116	592.517.268	*Ingot*
Billet	64.598.659	59.428.713	*Billet*
Alloy	53.963.725	55.963.877	*Alloy*
Base Metal	1.068.012	-	*Metal Base*
Listrik	6.977.422	9.077.188	*Electricity*
Jumlah pendapatan	**785.696.934**	**716.987.046**	***Total revenue***

Pendapatan dari penjualan produk aluminium diakui pada suatu titik waktu dan untuk pendapatan dari penjualan listrik diakui pada suatu periode waktu.

Revenue from the sale of aluminum products is recognized at a point in time and revenue from the sale of electricity is recognized over a period of time.

Rincian jumlah pendapatan berdasarkan letak geografis pelanggan adalah sebagai berikut:

The details of the revenue based on the customer's geographical location are as follows:

	2025 USD	2024 USD	
Lokal:			*Local:*
Pihak ketiga	591.509.719	516.404.197	*Third parties*
Pihak berelasi (Catatan 26)	8.368.342	10.417.387	*Related parties (Note 26)*
Ekspor:			*Exports:*
Pihak ketiga	154.478.643	83.787.623	*Third parties*
Pihak berelasi (Catatan 26)	31.340.230	106.377.839	*Related parties (Note 26)*
Jumlah pendapatan	**785.696.934**	**716.987.046**	***Total revenue***

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20. BEBAN POKOK PENDAPATAN / *20. COST OF REVENUE*

	2025 USD	2024 USD	
Biaya produksi:			***Production costs:***
Pemakaian bahan baku	377.896.777	312.845.457	*Raw materials used*
Pemeliharaan dan perbaikan	48.868.877	44.246.210	*Maintenance and repairs*
Depresiasi dan amortisasi	44.885.075	44.280.590	*Depreciation and amortisation*
Gaji, upah, bonus dan imbalan kerja karyawan	43.925.808	45.583.262	*Salaries, wages, bonuses and employee benefits*
Pajak dan retribusi pemerintah lainnya	13.794.187	14.096.797	*Taxes and other government charges*
Pemakaian bahan bakar	7.560.185	8.432.183	*Usage of fuel*
Asuransi	5.057.412	6.909.019	*Insurance*
Jasa transportasi	1.326.914	1.502.549	*Transportation fees*
Lainnya	29.907.608	17.898.889	*Others*
	573.222.843	**495.794.956**	
Barang dalam proses:			***Work-in-progress:***
Awal tahun	58.205.193	68.740.771	*At the beginning of the year*
Ditransfer ke aset tetap	(6.163.411)	(5.855.247)	*Transferred to fixed assets*
Selisih penjabaran mata uang	(69.582)	-	*Translations adjustments*
Akhir tahun	(80.155.883)	(58.205.193)	*At the end of the year*
	545.039.160	**500.475.287**	
Barang jadi:			***Finished goods:***
Awal tahun	21.262.817	22.467.094	*At the beginning of the year*
Reklasifikasi persediaan produk		(810)	*Reclassification from product*
Selisih penjabaran mata uang	(22.164)	-	*Translations Adjustment*
Akhir tahun	(21.719.169)	(21.262.817)	*At the end of the year*
Jumlah beban pokok pendapatan	**544.560.644**	**501.678.754**	***Total cost of revenue***

21. BEBAN UMUM DAN ADMINISTRASI / *21. GENERAL AND ADMINISTRATIVE EXPENSES*

	2025 USD	2024 USD	
Gaji, upah, bonus dan imbalan kerja karyawan	20.989.801	30.507.788	*Salaries, wages, bonuses and employee benefits*
Jasa pihak ketiga	8.922.962	8.441.409	*Third-party services*
Pemeliharaan dan perbaikan	6.471.338	4.562.556	*Maintenance and repairs*
Perjalanan dinas dan pendidikan	5.436.858	4.967.082	*Business travel and education*
Program tanggung jawab sosial korporat	3.639.197	4.341.551	*Corporate social responsibility program*
Depresiasi dan amortisasi	3.627.361	5.731.619	*Depreciation and amortization*
Sewa	1.367.465	1.299.610	*Rent*
Lainnya	12.978.099	7.192.828	*Others*
Jumlah beban umum dan administrasi	**63.433.081**	**67.044.443**	***Total general and administrative expenses***

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22. PENGHASILAN KEUANGAN / *22. FINANCE INCOME*

	2025 USD	2024 USD	
Pendapatan bunga dari rekening bank dan deposito berjangka	16.629.720	27.967.002	*Interest income from cash in banks and time deposits*
Pendapatan bunga dari lainnya	915.923	2.056.537	*Interest income from others*
Jumlah penghasilan keuangan	**17.545.643**	**30.023.539**	***Total finance income***

Lihat Catatan 26 untuk rincian saldo dengan pihak berelasi.

Refer to Note 26 for details of balances with related parties.

23. BIAYA KEUANGAN / *23. FINANCE COSTS*

	2025 USD	2024 USD	
Beban bunga	**343.866**	**398.874**	***Interest expense***

24. PENDAPATAN/(BIAYA) LAIN-LAIN, NETO / *24. OTHER INCOME/(EXPENSE), NET*

	2025 USD	2024 USD	
Premi pada penjualan	2.029.083	2.260.019	*Premium on sale*
Pendapatan penalti	1.599.684	4.879.052	*Penalty income*
Penerimaan dari klaim asuransi	73.064	8.789.985	*Income from insurance claim*
(Rugi) selisih kurs, bersih	(6.249.701)	(8.652.797)	*(Loss) on foreign exchange, net*
Beban depresiasi	(139.380)	(3.028.768)	*Depreciation expenses*
Lainnya	12.904.587	(2.037.868)	*Others*
Jumlah penghasilan lain-lain, neto	**10.217.337**	**2.209.623**	***Total other income, net***

25. DIVIDEN DAN SALDO LABA DICADANGKAN / *25. DIVIDENDS AND APPROPRIATED RETAINED EARNINGS*

Berdasarkan Berita Acara Rapat Umum Pemegang Saham Tahun Buku 2023 yang tertera pada Akta Notaris Nomor 09 tanggal 16 Juli 2024 dihadapan Putu Witarini Pande, S.H., M.Kn., Notaris di Badung, disebutkan bahwa alokasi dividen Perusahaan kepada pemegang saham sebesar 50% dari laba bersih tahun 2023 atau sebesar AS$202.390.087 atau setara Rp3.179.852 juta (dengan kurs penyelesaian tanggal 14 Agustus 2024 senilai Rp15.691 dan tanggal 30 Oktober 2024 senilai Rp15.732), dan sisanya sebesar 50% atau AS$202.390.087 dicatat sebagai saldo laba ditahan.

Based on the Minutes of the Annual General Meeting of Shareholders for the 2023 FInancial Year, as stated in Notary Deed Number 09 dated July 16, 2024, presence of Putu Witarini Pande, S.H., M.Kn., Notary in Badung, the dividend allocation for the Company's shareholders is 50% of the net profit for 2023, amounting to US$202,390,087 or Rp3,179,852 million (using the exchange rate on August 14, 2024, of Rp15,691 and on October 30, 2024, of Rp15,732). The remaining 50%, or US$202,390,087, is recorded as retained earnings..

Berdasarkan Berita Acara Rapat Umum Pemegang Saham Tahun Buku 2024 yang tertera pada Akta Notaris Nomor 09 tanggal 12 Juni 2025 di hadapan Dewi Indrayani, S.H., M.Kn., Notaris di Jakarta, disebutkan bahwa alokasi dividen Perusahaan kepada pemegang saham sebesar 100% dari laba bersih tahun 2024 atau sebesar AS$123.790.466 atau setara Rp2.040.562 juta (dengan kurs jisdor penyelesaian tanggal 23 Juni 2025 senilai Rp16.484).

Based on the Minutes of the Annual General Meeting of Shareholders for the 2024 Financial Year, as stated in Notary Deed Number 09 dated June 12, 2025, presence of Dewi Indrayani, S.H., M.Kn., Notary in Jakarta, the dividend allocation for the Company's shareholders is 100% of the net profit for 2024, amounting to US$123,790,466 or Rp2,040,562 million (using the Jisdor exchange rate on June 23, 2025, of Rp16,484).

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26. SALDO DAN SIFAT TRANSAKSI PIHAK BERELASI

26. BALANCES AND NATURE OF RELATED PARTIES TRANSACTION

a. Transaksi dan saldo kepada pihak-pihak berelasi

a. Transactions and balances with related parties

Grup melakukan transaksi dengan pihak berelasi. Transaksi dan saldo dengan pihak-pihak berelasi adalah sebagai berikut:

The Group enters into transaction with related parties. The transactions and balances with related parties are as follows:

	2025 USD	2024 USD	
Pendapatan (Catatan 19)			***Revenue (Note 19)***
MIND ID Trading Pte. Ltd.	31.340.230	106.377.839	*MIND ID Trading Pte. Ltd.*
PT Perusahaan Listrik Negara (Persero)	6.977.423	9.077.188	*PT Perusahaan Listrik Negara (Persero)*
PT Wijaya Karya Industri dan Konstruksi	1.390.919	-	*PT Wijaya Karya Industri dan Konstruksi*
Lainnya (di bawah AS$1.000.000)	-	1.340.199	*Others (below US$1,000,000)*
Jumlah pendapatan	**39.708.572**	**116.795.226**	***Total revenue***

	2025 USD	2024 USD	
Pembelian barang dan jasa			***Purchases of goods and services***
MIND ID Trading Pte. Ltd	231.616.986	270.012.551	*MIND ID Trading Pte. Ltd*
PT Aneka Tambang Tbk	55.946.455	13.301.222	*PT Aneka Tambang Tbk*
Pertamina Petrochemical Trading	23.797.137	-	*Pertamina Petrochemical Trading*
PT Sinergi Mitra Lestari (SMLI)	18.197.908	13.334.246	*PT Sinergi Mitra Lestari (SMLI)*
PT Perusahaan Listrik Negara (Persero)	12.744.566	1.748.106	*PT Perusahaan Listrik Negara (Persero)*
PT Pertamina Patra Niaga	8.701.703	12.802.191	*PT Pertamina Patra Niaga*
PT Petrokimia Gresik	8.245.092	10.524.397	*PT Petrokimia Gresik*
Perum Jasa Tirta I	7.315.836	9.666.840	*Perum Jasa Tirta I*
PT Pertagas Niaga	7.206.875	7.443.012	*PT Pertagas Niaga*
PT Asuransi Jasa Indonesia (Persero)	5.378.081	7.310.121	*PT Asuransi Jasa Indonesia (Persero)*
PT PP (Persero) Tbk	-	5.728.341	*PT PP (Persero) Tbk*
PT Indonesia Chemical Alumina	-	2.856.439	*PT Indonesia Chemical Alumina*
Pelindo Multi Terminal	2.597.960	-	*Pelindo Multi Terminal*
PT Bukit Asam	1.696.343	-	*PT Bukit Asam*
Lainnya (di bawah AS$1.000.000)	5.101.204	3.993.680	*Others (below US$1,000,000)*
Jumlah pembelian barang dan jasa	**388.546.146**	**358.721.145**	***Total purchases of goods and services***

Pada tahun 2025, lainnya sebagian besar merupakan pembelian barang dan jasa dari Bank BRI (2024: PT Waskita Karya (Persero) Tbk).

In 2025, others mainly represent purchases of goods and services from Bank BRI (2024: PT Waskita Karya (Persero) Tbk).

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26. SALDO DAN SIFAT TRANSAKSI PIHAK BERELASI (lanjutan) / *26. BALANCES AND NATURE OF RELATED PARTIES TRANSACTION (continued)*

a. Transaksi dan saldo kepada pihak-pihak berelasi (lanjutan) / *a. Transactions and balances with related parties (continued)*

	2025 USD	2024 USD	
Pembayaran iuran program kesehatan			***Health plan contribution payment***
DPLK Bank Rakyat Indonesia	6.327.001	6.634.738	*DPLK Bank Rakyat Indonesia*
Jumlah pembayaran luran program kesehatan	**6.327.001**	**6.634.738**	***Total health plan contribution payment***

	2025 USD	2024 USD	
Kas di bank (Catatan 4)			***Cash in banks (Note 4)***
PT Bank Mandiri (Persero) Tbk	32.967.962	64.372.444	*PT Bank Mandiri (Persero) Tbk*
PT Bank Syariah Indonesia Tbk	24.551.116	219.113	*PT Bank Syariah Indonesia Tbk*
PT Bank Negara Indonesia (Persero) Tbk	21.953.687	4.457.053	*PT Bank Negara Indonesia (Persero) Tbk*
PT Bank Rakyat Indonesia (Persero) Tbk	18.704.001	13.642.022	*PT Bank Rakyat Indonesia (Persero) Tbk*
PT Bank Mandiri Taspen	102.880	3.153	*PT Bank Mandiri Taspen*
PT Bank Tabungan Negara (Persero) Tbk	76.013	6.225.459	*PT Bank Tabungan Negara (Persero) Tbk*
PT Bank Raya Indonesia Tbk	14.263	8.054	*PT Bank Raya Indonesia Tbk*
Jumlah kas di bank	**98.369.922**	**88.927.298**	***Total cash in banks***

	2025 USD	2024 USD	
Setara Kas (Catatan 4)			***Cash equivalents (Note 4)***
PT Bank Negara Indonesia (Persero) Tbk	84.650.422	85.000.000	*PT Bank Negara Indonesia (Persero) Tbk*
PT Bank Syariah Indonesia Tbk	77.729.100	68.370.251	*PT Bank Syariah Indonesia Tbk*
PT Bank Rakyat Indonesia (Persero) Tbk	38.729.383	61.979.931	*PT Bank Rakyat Indonesia (Persero) Tbk*
PT Bank Mandiri Taspen	32.894.737	34.030.442	*PT Bank Mandiri Taspen*
PT Bank Tabungan Negara (Persero) Tbk	19.992.022	24.466.650	*PT Bank Tabungan Negara (Persero) Tbk*
PT Bank Mandiri (Persero) Tbk	62.645	32.236.881	*PT Bank Mandiri (Persero) Tbk*
Jumlah Setara Kas	**254.058.309**	**306.084.155**	***Total Cash equivalents***

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26. SALDO DAN SIFAT TRANSAKSI PIHAK BERELASI (lanjutan) / *26. BALANCES AND NATURE OF RELATED PARTIES TRANSACTION (continued)*

a. Transaksi dan saldo kepada pihak-pihak berelasi (lanjutan) / *a. Transactions and balances with related parties (continued)*

	2025 USD	2024 USD	
Piutang usaha (Catatan 6)			***Trade receivables (Note 6)***
PT Perusahaan Listrik Negara (Persero)	-	4.307.907	*PT Perusahaan Listrik Negara (Persero)*
Jumlah piutang usaha	**-**	**4.307.907**	***Total trade receivables***

	2025 USD	2024 USD	
Piutang lain-lain lancar			***Other receivables current***
PT Sinergi Mitra Lestari	320.508	347.332	*PT Sinergi Mitra Lestari*
PT Bank Syariah Indonesia Tbk	182.416	-	*PT Bank Syariah Indonesia Tbk*
PT Bank Mandiri (Persero) Tbk	120.293	-	*PT Bank Mandiri (Persero) Tbk*
MIND ID Trading Pte. Ltd.	27.513	168.874	*MIND ID Trading Pte. Ltd.*
PT Pelabuhan Bukit Prima	15.419	236.270	*PT Pelabuhan Bukit Prima*
Pemerintah Republik Indonesia	-	229.111	*Government of the Republic of Indonesia*
Lainnya (di bawah AS$100.000)	222.486	3.435	*Others (below US$100,000)*
	888.635	**985.022**	
Dikurangi:			*Less:*
Provisi penurunan nilai	(4.148)	-	*Provision for impairment*
Jumlah piutang lain-lain lancar, neto	**884.487**	**985.022**	***Total other receivables current, net***

	2025 USD	2024 USD	
Piutang lain-lain tidak lancar			***Other receivables non-current***
PT Sinergi Mitra Lestari	4.681.576	4.844.879	*PT Sinergi Mitra Lestari*
Jumlah piutang lain-lain tidak lancar	**4.681.576**	**4.844.879**	***Total other receivables non-current***

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26. SALDO DAN SIFAT TRANSAKSI PIHAK BERELASI (lanjutan) / *26. BALANCES AND NATURE OF RELATED PARTIES TRANSACTION (continued)*

a. Transaksi dan saldo kepada pihak-pihak berelasi (lanjutan) / *a. Transactions and balances with related parties (continued)*

	2025 USD	2024 USD	
Investasi pada surat utang (Catatan 8)			***Investment in debt securities (Note 8)***
Obligasi Pemerintah - INDON 5.25	5.084.959	-	*Government Bond - INDON 5.25*
Obligasi Pemerintah - RI0125	-	11.996.686	*Government Bond - RI0125*
Obligasi Pemerintah - SNI0625	-	5.003.999	*Government Bond - SNI0625*
Jumlah investasi pada surat utang	**5.084.959**	**17.000.685**	***Total investment in debt securities***
Utang usaha (Catatan 13)			***Trade payables (Note 13)***
PT Aneka Tambang Tbk	42.556.766	6.558.543	*PT Aneka Tambang Tbk*
PT Petrokimia Gresik	987.346	1.373.245	*PT Petrokimia Gresik*
MIND ID Trading Pte. Ltd.	5.452.298	40.340.636	*MIND ID Trading Pte. Ltd.*
PT Sinergi Mitra Lestari (SINERGI ID)	1.955.469	627.052	*PT Sinergi Mitra Lestari (SINERGI ID)*
Lainnya (di bawah AS$1,000,000)	716.983	512.234	*Others (below US$1,000,000)*
Jumlah utang usaha	**51.668.862**	**49.411.710**	***Total trade payables***
Akrual			***Accruals***
Perum Jasa Tirta I	19.209.076	26.350.567	*Perum Jasa Tirta I*
PT Perusahaan Listrik Negara (Persero)	11.338.072	-	*PT Perusahaan Listrik Negara (Persero)*
MIND ID Trading Pte. Ltd.	-	11.311.491	*MIND ID Trading Pte. Ltd.*
PT Aneka Tambang Tbk	12.216.674	2.722.435	*PT Aneka Tambang Tbk*
PT PP (Persero) Tbk	3.551.125	-	*PT PP (Persero) Tbk*
Lainnya (di bawah AS$1.000.000)	2.238.652	2.868.580	*Others (below US$1,000,000)*
Jumlah akrual	**48.553.599**	**43.253.073**	***Total accruals***

b. Kompensasi manajemen kunci / *b. Key management compensation*

Untuk tahun yang berakhir pada tanggal 31 Desember 2025 dan 2024. Gaji dan imbalan jangka pendek lainnya serta imbalan pascakerja yang diberikan kepada Dewan Komisaris dan Direksi Grup masing-masing adalah sebesar AS$6.396.996 dan AS$6.777.668.

For the year ended December 31, 2025 and 2024. Salaries and other short-term benefits and post-employment benefits provided to the Group's Boards of Commissioners and Directors were totaling to US$6,396,996 and US$6,777,668, respectively.

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26. SALDO DAN SIFAT TRANSAKSI PIHAK BERELASI (lanjutan) / *26. BALANCES AND NATURE OF RELATED PARTIES TRANSACTION (continued)*

c. Sifat hubungan dengan pihak-pihak berelasi / *c. The nature of the relationships*

Pihak-pihak yang berelasi/ *Related parties*	Hubungan/ *Relationships*	Sifat transaksi/ *Nature of transactions*
Pemerintah Republik Indonesia/ *Government of Indonesia*	Entitas berelasi dengan Pemerintah/ *Government-related entity*	Penempatan obligasi/ *Bonds placement*
MIND ID Trading Pte. Ltd.	Entitas berelasi dengan Pemerintah/ *Government-related entity*	Pendapatan, pembelian barang dan jasa untuk kegiatan produksi, piutang lain-lain, dan utang usaha/ *Revenue, purchase of goods and services for production, other receivables and trade payables*
PT Sinergi Mitra Lestari	Entitas berelasi dengan Pemerintah/ *Government-related entity*	Pembelian barang dan jasa untuk kegiatan produksi, piutang lain-lain, dan utang usaha/*Purchases of goods and services for production activities, other receivables and trade payables*
PT Bank Mandiri Taspen	Entitas berelasi dengan Pemerintah/ *Government-related entity*	Bank dan deposito berjangka/ *Cash in banks and time deposits*
PT Bank Raya Indonesia Tbk	Entitas berelasi dengan Pemerintah/ *Government-related entity*	Bank/*Cash in banks*
PT Bank Tabungan Negara (Persero) Tbk	Entitas berelasi dengan Pemerintah/ *Government-related entity*	Bank dan deposito berjangka/ *Cash in banks and time deposits*
PT Bank Mandiri (Persero) Tbk	Entitas berelasi dengan Pemerintah/ *Government-related entity*	Bank, deposito berjangka, dan piutang lain-lain/ *Cash in banks, time deposits and other receivables*
PT Bank Syariah Indonesia Tbk	Entitas berelasi dengan Pemerintah/ *Government-related entity*	Bank, deposito berjangka, dan piutang lain-lain/ *Cash in banks, time deposits and other receivables*
PT Bank Negara Indonesia (Persero) Tbk	Entitas berelasi dengan Pemerintah/ *Government-related entity*	Bank dan deposito berjangka/ *Cash in banks and time deposits*
PT Asuransi Jasa Indonesia (Persero)	Entitas berelasi dengan Pemerintah/ *Government-related entity*	Premi dan klaim asuransi/ *Insurance premiums and claims*
PT Pertamina (Persero)	Entitas berelasi dengan Pemerintah/ *Government-related entity*	Pembelian barang dan jasa untuk kegiatan produksi/*Purchases of goods and services for production activities*
PT Wijaya Karya Industri & Konstruksi	Entitas berelasi dengan Pemerintah/ *Government-related entity*	Pendapatan/*Revenue*
PT Petrokimia Gresik	Entitas berelasi dengan Pemerintah/ *Government-related entity*	Pembelian bahan baku dan utang usaha/ *Raw material purchases and trade payables*
PT Waskita Karya (Persero) Tbk	Entitas berelasi dengan Pemerintah/ *Government-related entity*	Jasa konstruksi/*Construction services*
PT PP (Persero) Tbk	Entitas berelasi dengan Pemerintah/ *Government-related entity*	Jasa konstruksi/*Construction services*
Perum Jasa Tirta I	Entitas berelasi dengan Pemerintah/ *Government-related entity*	Jasa pengelolaan sumber daya air/ *Water management services*
PT Sucofindo (Persero) dan/*and* PT Surveyor Indonesia	Entitas berelasi dengan Pemerintah/ *Government-related entity*	Jasa analisis dan surveyor/ *Analysis and surveyor services*
DPLK Bank Rakyat Indonesia	Entitas berelasi dengan Pemerintah/ *Government-related entity*	Penyelenggara program pensiun/ *Provider of pension benefits*
DPLK Bank Negara Indonesia	Entitas berelasi dengan Pemerintah/ *Government-related entity*	Penyelenggara program pensiun/ *Provider of pension benefits*
PT Perusahaan Listrik Negara (Persero)	Entitas berelasi dengan Pemerintah/ *Government-related entity*	Penjualan dan pemakaian listrik/ *Purchases and usage of electricity*
PT Telekomunikasi Indonesia (Persero) Tbk	Entitas berelasi dengan Pemerintah/ *Government-related entity*	Jasa telekomunikasi/ *Telecommunications services*

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26. SALDO DAN SIFAT TRANSAKSI PIHAK BERELASI (lanjutan)

26. BALANCES AND NATURE OF RELATED PARTIES TRANSACTION (continued)

c. Sifat hubungan dengan pihak-pihak berelasi (lanjutan)

c. The nature of the relationships (continued)

Pihak-pihak yang berelasi/ *Related parties*	Hubungan/ *Relationships*	Sifat transaksi/ *Nature of transactions*
PT Bahana Sekuritas, PT Danareksa (Persero) dan/and BRI Danareksa Sekuritas	Entitas berelasi dengan Pemerintah/ *Government-related entity*	Jasa konsultasi/*Consultation services*
PT Pertagas Niaga dan/*and* PT Pertamina Gas	Entitas berelasi dengan Pemerintah/ *Government-related entity*	Pembelian barang dan jasa untuk kegiatan produksi/*Purchases of goods and services for production activities*
PT Pertamina Patra Niaga	Entitas berelasi dengan Pemerintah/ *Government-related entity*	Pembelian barang dan jasa untuk kegiatan produksi/*Purchases of goods and services for production activities*
PT Sri Pamela Medika Nusantara dan/*and* RS Pertamina	Entitas berelasi dengan Pemerintah/ *Government-related entity*	Penyelenggara jasa kesehatan/ *Provider of medical services*
PT Kimia Farma Tbk	Entitas berelasi dengan Pemerintah/ *Government-related entity*	Penyelenggara jasa kesehatan/ *Provider of medical services*
PT Indonesia Comnet Plus	Entitas berelasi dengan Pemerintah/ *Government-related entity*	Penyelenggara jasa IT/ *Provider IT Services*
PT Pelabuhan Bukit Prima	Entitas berelasi dengan Pemerintah/ *Government-related entity*	Penyelenggara jasa transportasi/ *Transportation services*
PT Indonesia Chemical Alumina	Entitas berelasi dengan Pemerintah/ *Government-related entity*	Pembelian barang dan jasa untuk kegiatan produksi/*Purchases of goods and services for production activities*
PT Aneka Tambang Tbk	Entitas berelasi dengan Pemerintah/ *Government-related entity*	Pembelian barang dan jasa untuk kegiatan produksi, utang usaha/*Purchases of goods and services for production activities*

27. PERJANJIAN PENTING, IKATAN DAN KONTINJENSI

27. SIGNIFICANT AGREEMENTS, COMMITMENTS AND CONTINGENCIES

a. Perjanjian penjualan

Grup mempunyai berbagai komitmen untuk menjual produk-produknya kepada beberapa pelanggan pada jumlah yang disepakati oleh kedua belah pihak sesuai dengan yang dinyatakan dalam perjanjian yang ditandatangani dengan pelanggan terkait. Secara umum, harga jual yang disepakati dengan pelanggan adalah harga berdasarkan beberapa harga acuan yang disesuaikan dengan faktor-faktor tertentu. Penyesuaian harga jual bervariasi antar pelanggan tergantung pada hal-hal seperti spesifikasi produk yang diminta, biaya *handling*, perbedaan ongkos angkut, mekanisme pembayaran, dll. Penyerahan produk akan dilakukan secara berkala selama jangka waktu tertentu sebagaimana disepakati kedua belah pihak.

a. Sales agreements

The Group has various commitments to sell its products to various customers at specified agreed quantities based on the agreements signed by the Group with those customers. Generally, the selling price agreed with customers is based on several indices as adjusted with certain factors. The selling price adjustments vary between customers, which depend on factors such as the specification of the requested products, handling costs, freight differential, terms of payment, etc. The products will be periodically delivered for the periods as agreed between both parties.

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27. PERJANJIAN PENTING, IKATAN DAN KONTINJENSI (lanjutan)

b. Piutang belum tertagihkan PT Prima Alloy Steel Universal Tbk

Sejak tahun 2018 Perusahaan dan PT Prima Alloy Steel Universal Tbk (PT PRAS) menandatangani kontrak penjualan Produk Aluminium dengan metode pembayaran menggunakan fasilitas perbankan. Namun dikarenakan kondisi Pandemi Covid-19 sejak 2021 PT PRAS mulai kesulitan melakukan pembayaran.

Di tahun 2021 Perusahaan mulai melakukan pencadangan kerugian penurunan piutang usaha yang belum dapat tertagih dengan total nilai cadangan hingga 31 Desember 2025 sebesar AS$8.255.365.

Perusahaan telah melakukan beberapa upaya penagihan piutang dari PT PRAS sebagai berikut:

Pada 20 Juni 2023, salah satu kreditur PT PRAS yaitu PT JACCS Mitra Pinasthika Mustika Finance Indonesia mengajukan permohonan Penundaan Kewajiban Pembayaran Utang (PKPU) terhadap PT PRAS di Pengadilan Niaga pada Pengadilan Negeri Surabaya yang telah diregister dengan perkara No. 63/Pdt.Sus-PKPU/2023/PN. Niaga.Sby, di mana PT PRAS ditetapkan dalam keadaan PKPU Sementara oleh Majelis Hakim Pengadilan Niaga pada Pengadilan Negeri Surabaya pada tanggal 8 Agustus 2023 yang telah diumumkan di surat kabar nasional pada tanggal 11 Agustus 2023.

27. SIGNIFICANT AGREEMENTS, COMMITMENTS AND CONTINGENCIES (continued)

b. Uncollectible receivables PT Prima Alloy Steel Universal Tbk

Since 2018 the Company and PT Prima Alloy Steel Universal Tbk (PT PRAS) have signed a sales contract for Aluminum Products with a payment method using banking facilities. However, due to the Covid-19 pandemic since 2021, PT PRAS has difficulty to make payments.

In 2021 the Company began providing provisions for impairment losses on uncollectible trade receivables with a total allowance amounting to US$8,255,365 until December 31, 2025.

The Company has made several efforts to collect receivables from PT PRAS as follows:

On June 20, 2023, one of PT PRAS's creditors, namely PT JACCS Mitra Pinasthika Mustika Finance Indonesia, submitted a request for Postponement of Debt Payment Obligations (PKPU) against PT PRAS at the Commercial Court at the Surabaya District Court which was registered in case No.63/Pdt.Sus- PKPU/2023/PN.Niaga.Sby, where PT PRAS was determined to be in a temporary PKPU state by the Panel of Judges of the Commercial Court at the Surabaya District Court on August 8, 2023 which was announced in the national newspaper on August 11, 2023.

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27. PERJANJIAN PENTING, IKATAN DAN KONTINJENSI (lanjutan)

b. Piutang belum tertagihkan PT Prima Alloy Steel Universal Tbk (lanjutan)

Pada 21 Agustus 2023, Perusahaan menunjuk Fernandes Partnership sebagai kuasa hukum untuk mewakili dan mendampingi Perusahaan dalam proses PKPU ini dan kemudian pada 23 Agustus 2023 Perusahaan mendaftarkan tagihan sebesar Rp135.249 juta atau senilai AS$8.910.861 (kurs Rp15.178), yang terdiri atas Pokok Rp124.313 juta; Bunga Rp1.900 juta; dan Denda Rp9.036 juta ke Tim Pengurus PT PRAS (Dalam PKPU).

Berdasarkan hasil pemungutan suara (voting) atas permohonan perpanjangan PKPU Tetap dan hasil pemungutan suara (voting) atas proposal perdamaian dari PT PRAS terhadap seluruh Kreditor, yang dilaksanakan dalam Rapat Para Kreditor tanggal 23 Februari 2024, persetujuan atas permohonan perpanjangan PKPU Tetap maupun persetujuan atas proposal perdamaian tidak memenuhi kuorum sebagaimana diatur dalam Undang-Undang Nomor 37 Tahun 2004 tentang Kepailitan dan Penundaan Kewajiban Pembayaran Utang. Oleh karena itu, Majelis Hakim Pengadilan Niaga pada Pengadilan Negeri Surabaya menyatakan PT PRAS dalam keadaan pailit melalui putusan Pengadilan Niaga No.63/Pdt.Sus-PKPU/2023/PN.Niaga.Sby tertanggal 29 Februari 2024. Perusahaan mendaftarkan tagihan sebesar Rp141.750 juta atau senilai AS$9.044.247 (kurs Rp15.673), yang terdiri atas Pokok Rp127.689 juta; Bunga Rp1.962 juta; dan Denda Rp12.098 juta ke Tim Kurator PT PRAS (Dalam Pailit), yang dilakukan pra-verifikasi pada tanggal 3 April 2024 dan verifikasi pada tanggal 5 April 2024. Pada tanggal 4 Februari 2025, Tim Kurator telah mengeluarkan daftar harta pailit tambahan PT PRAS.

27. SIGNIFICANT AGREEMENTS, COMMITMENTS AND CONTINGENCIES (continued)

b. Uncollectible receivables PT Prima Alloy Steel Universal Tbk (continued)

On August 21, 2023, the Company appointed Fernandes Partnership as legal representative to represent and accompany the Company in this PKPU process and then on August 23, 2023 the Company registered the bill amounting to Rp135,249 million or US$8,910,861 (exchange rate Rp15,178), consisting of principal of Rp124,313 million; Interest Rp1,900 million; and a fine of Rp9,036 million to the PT PRAS Management Team (In PKPU).

Based on the results of voting on the request for extension of the Permanent PKPU and the results of voting on the peace proposal from PT PRAS to all Creditors, which was held at the Creditors' Meeting on February 23, 2024, approval of the request for extension of the Permanent PKPU was also approved for the proposal. peace does not meet the quorum as regulated in Law Number 37 of 2004 concerning Bankruptcy and Postponement of Debt Payment Obligations. Therefore, the Panel of Judges at the Commercial Court at the Surabaya District Court declared PT PRAS bankrupt through the Commercial Court decision No.63/Pdt.Sus-PKPU/2023/PN.Niaga. Sby dated February 29, 2024. The Company registered a claim amounting to Rp141,750 million or US$9,044,247 (exchange rate Rp15,673), consisting of Principal Rp127,689 million; Interest Rp1,962 million; and a fine of Rp12,098 million to the Receiver Team of PT PRAS (In Bankruptcy), which pre-verified on April 3, 2024 and verified on April 5, 2024. On February 4, 2025, the Receiver Team issued an additional list of assets for PT PRAS's bankruptcy.

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27. PERJANJIAN PENTING, IKATAN DAN KONTINJENSI (lanjutan)

b. Piutang belum tertagihkan PT Prima Alloy Steel Universal Tbk (lanjutan)

Selain hal tersebut di atas sehubungan dengan PT PRAS memberikan warkat giro mundur pada September 2022 sampai dengan Februari 2023 yang tidak dapat dicairkan oleh Perusahaan dengan berbagai alasan, pada tanggal 27 Februari 2024 Perusahaan melaporkan Djoko Sutrisno selaku Direktur Utama PT PRAS ke Kepolisian Daerah Sumatera Utara (POLDASU) dengan Nomor STTLP/B/225/II/2024/SPKT/POLDA SUMUT terkait dugaan tindak pidana penipuan/ perbuatan curang.

c. Sertifikat Hak Pengelolaan (HPL) No. 1/Desa Kuala Tanjung

Pada tanggal 12 April 2022, Tekardjo Angkasa (TA) mengajukan gugatan pembatalan Sertifikat Hak Pengelolaan (HPL) No. 1/Desa Kuala Tanjung di Pengadilan Tata Usaha Negara (PTUN) Medan, dengan No. 43/G/2022/PTUN.Mdn. Pada tanggal 8 September 2022, PTUN Medan mengabulkan gugatan tersebut dan menyatakan batal Sertifikat HPL No. 1/Desa Kuala Tanjung atas nama Perusahaan, yang kemudian dikuatkan oleh Putusan Pengadilan Tinggi Tata Usaha Negara Medan Nomor 312/B/2022/PT.TUN.MDN tanggal 14 Desember 2022.

Perusahaan dan Kantor Pertanahan (Kantah) Asahan mengajukan upaya hukum kasasi. Namun, permohonan kasasi tersebut ditolak oleh Mahkamah Agung melalui Putusan Nomor 154K/TUN/2023 tanggal 22 Mei 2023, dengan perbaikan amar putusan yang menyatakan batal Sertifikat HPL No. 1/Kuala Tanjung sepanjang kepentingan seluas ±26 Ha.

Selanjutnya, Perusahaan dan Kantah Asahan mengajukan upaya hukum Peninjauan Kembali (PK) yang terdaftar dengan register perkara No. 68 PK/TUN/2024 pada tanggal 12 Agustus 2024. Permohonan PK tersebut diputus oleh Mahkamah Agung dengan amar menolak permohonan PK.

27. SIGNIFICANT AGREEMENTS, COMMITMENTS AND CONTINGENCIES (continued)

b. Uncollectible receivables PT Prima Alloy Steel Universal Tbk (continued)

In addition, in connection with PT PRAS providing post-dated giro documents from September 2022 until February 2023 which the Company could not cash out for various reasons, on February 27, 2024 the Company reporting Djoko Sutrisno as President Director of PT PRAS to the North Sumatra Regional Police (POLDASU) with Number STTLP/B/225/II/2024/SPKT/POLDA SUMUT related to alleged criminal acts of fraud/ fraudulent acts.

c. Management Rights Certificate (HPL) No. 1/Kuala Tanjung

On April 12, 2022, Tekardjo Angkasa (TA) filed a lawsuit to cancel the Certificate of Management Rights (HPL) No. 1/Village of Kuala Tanjung at the State Administrative Court (PTUN) in Medan, with case number 43/G/2022/PTUN.Mdn. On September 8, 2022, the Medan PTUN granted the lawsuit and declared the HPL Certificate No. 1/Desa Kuala Tanjung in the Company's name to be void, which was subsequently upheld by the Decision of the Medan High State Administrative Court No. 312/B/2022/PT.TUN.MDN on December 14, 2022.

The company and the Asahan Land Office (Kantah) filed a cassation appeal. However, the cassation request was rejected by the Supreme Court through Decision No. 154K/TUN/2023 on May 22, 2023, with a correction to the court's ruling stating that the HPL Certificate No. 1/Kuala Tanjung is void to the extent of approximately ±26 hectares.

Furthermore, the company and the Asahan Land Office (Kantah) filed a Judicial Review (PK) request, which was registered under case number 68 PK/TUN/2024 on August 12, 2024. The Supreme Court ruled on the PK request by rejecting the PK application.

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27. PERJANJIAN PENTING, IKATAN DAN KONTINJENSI (lanjutan)

c. Sertifikat Hak Pengelolaan (HPL) No. 1/Desa Kuala Tanjung (lanjutan)

Pada tanggal 17 Oktober 2024, Perusahaan telah mengajukan permohonan penundaan pelaksanaan eksekusi putusan PTUN ke Ketua PTUN Medan. Selain itu, pada tanggal 24 Oktober 2024, Perusahaan mengajukan permohonan perlindungan hukum penundaan pelaksanaan eksekusi putusan PTUN ke Menteri Agraria dan Tata Ruang/Kepala Badan Pertanahan Nasional Republik Indonesia. Di samping itu, Perusahaan juga melakukan koordinasi dengan beberapa pihak terkait lainnya, yaitu Badan Pertanahan Nasional (BPN) Republik Indonesia, Kantor Wilayah BPN Provinsi Sumatera Utara, Kantor Pertanahan Kabupaten Asahan dan Kantor Pertanahan Kabupaten Batu Bara, Kejaksaan Negeri Batubara dengan hasil sebagai berikut:

1. Bahwa putusan Kasasi Nomor 154K/TUN/2023 Tanggal 22 Mei 2023 hanya menggugat Kakantah Asahan sebagai Badan Administrasi yang mengeluarkan Keputusan Tata Negara dalam bentuk Hak Pengelolaan (HPL/Nomor 1/Kuala Tanjung atas nama Perusahaan.
2. Bahwa keterkaitan Perusahaan dalam perkara tersebut sebatas tergugat intervensi, dan bukan sebagai tergugat sejak awal oleh penggugat.
3. Bahwa dalam internal Kementerian Agraria dan Tata Ruang/Kepala Badan Pertanahan Nasional RI ada ketentuan yang mengatur tentang tata cara eksekusi keputusan Pengadilan Tata Usaha Negara.
4. Berdasarkan Peraturan Menteri Agraria dan Tata Ruang/Kepala Badan Pertanahan Nasional Nomor 21 Tahun 2020 dalam Pasal 39 Ayat (1) yang mengatur tentang: ‘Dalam hal hak atas tanah atau sertifikat tanah yang dibatalkan oleh pengadilan merupakan pelaksanaan amar Putusan Pengadilan Tata Usaha Negara:

27. SIGNIFICANT AGREEMENTS, COMMITMENTS AND CONTINGENCIES (continued)

c. Management Rights Certificate (HPL) No. 1/Kuala Tanjung (continued)

On October 17, 2024, the company filed a request for a delay in the execution of the PTUN decision to the Head of the Medan State Administrative Court. Additionally, on October 24, 2024, the company submitted a legal protection request for the delay in the execution of the PTUN decision to the Minister of Agrarian and Spatial Planning/Head of the National Land Agency of the Republic of Indonesia. In addition, the Company also coordinated with several other relevant parties, namely National Land Agency (BPN) of the Republic of Indonesia, the Regional Office of BPN for North Sumatra Province, the Land Office of Asahan Regency, the Land Office of Batu Bara Regency, and the Batu Bara District Attorney's Office, with the following results:

1. *The cassation decision No. 154K/TUN/2023 dated May 22, 2023, only challenges the Asahan Land Office kantah as the Administrative that issued the State Administrative Decision in the form of the Management Rights (HPL / No. 1/Kuala Tanjung in the Company's name.*
2. *The Company's involvement in this case is limited to being an intervening defendant, and not as a defendant from the beginning by the plaintiff.*
3. *There are regulations within the internal regulations of the Ministry of Agrarian and Spatial Planning/Head of the National Land Agency of the Republic of Indonesia that govern the procedures for executing decisions of the State Administrative Court.*
4. *Based on the Minister of Agrarian and Spatial Planning/Head of the National Land Agency Regulation No. 21 Year 2020, Article 39, Paragraph (1) regulates that: "In the event that a land right or land certificate is annulled by the court, it is the implementation of the court’s ruling of the State Administrative Court:*

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27. PERJANJIAN PENTING, IKATAN DAN KONTINJENSI (lanjutan)

c. Sertifikat Hak Pengelolaan (HPL) No. 1/Desa Kuala Tanjung (lanjutan)

a. Dalam perkara yang menempatkan instansi pengguna aset dan instansi pengelola aset sebagai pihak dalam perkara maka Surat Keputusan Pembatalan hak atas tanah sebagai pelaksanaan putusan pengadilan dapat ditetapkan tanpa menunggu proses penghapusan aset/aktiva tetap dari instansi yang bersangkutan, akan tetapi penetapan haknya setelah ada penghapusan aset jika sudah tercatat sebagai aset atau persetujuan pelepasan aset jika belum tercatat dalam daftar aset.

b. Dalam hal amar putusannya menyatakan batal hak atas tanah atau sertifikat tanah instansi pemerintah tanpa melibatkan pengguna aset pengelola aset sebagai pihak dalam perkara maka pembatalan hak atas tanah atau sertifikat tanah dilakukan setelah penghapusan aset dari pengguna dan/atau persetujuan pengelola aset.

5. Bahwa lahan di atas HPL Nomor 1/Kuala Tanjung atas nama Perusahaan adalah merupakan aset negara yang merupakan Penyertaan Modal Negara kepada Perusahaan sehingga menjadi Barang Milik Negara (BMN) yang dikelola oleh Dirjen Kekayaan Negara Kementerian Keuangan Negara RI sebagai Pengelola Barang Milik Negara, dan Perusahaan hanya sebagai Pengguna Barang Milik Negara.
6. Dalam perkara Tata Usaha Negara Vide putusan Kasasi Nomor 154K/TUN/2023 Tanggal 22 Mei 2023, penggugat hanya menggugat Kakantah Asahan (Kepala Kantor Pertanahan Kabupaten Asahan) sebagai pihak yang menerbitkan HPL Nomor 1/Kuala Tanjung atas nama Perusahaan, tanpa menggugat Perusahaan sebagai pihak pengguna aset dan Kementerian Keuangan sebagai pengelola aset.

27. SIGNIFICANT AGREEMENTS, COMMITMENTS AND CONTINGENCIES (continued)

c. Management Rights Certificate (HPL) No. 1/Kuala Tanjung (continued)

a. In cases where the asset user institution and the asset management institution are parties in the case, the Decree of Cancellation of land rights as the implementation of the court decision can be issued without waiting for the process of asset/fixed asset removal from the relevant agency. However, the determination of the rights will be made after the asset are disposed, if it has been recorded as an asset, or after the approval of asset release if it has not yet been recorded in the asset list.

b. In cases where the court's ruling states that the land rights or land certificate of a government institution are annulled without involving the asset management agency as a party in the case, the cancellation of the land rights or land certificate will be carried out after the asset removal from the user and/or the approval from the asset management agency.

5. The land under HPL Number 1 / Kuala Tanjung in the name of the Company is state-owned property, which represents the State Capital Investment in the Company, making it State Property (Barang Milik Negara or BMN) managed by the Directorate General of State Assets of the Ministry of Finance of the Republic of Indonesia as the State Property Manager, with the Company acting only as the User of State Property.
6. In the State Administrative case as per the Cassation decision No. 154K/TUN/2023 dated May 22, 2023, the plaintiff only sued the Asahan Land Office (Head of the Asahan Regency Land Office) as the party that issued HPL Number 1/Kuala Tanjung in the Company's name, without suing the Company as the asset user and the Ministry of Finance as the asset manager.

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27. PERJANJIAN PENTING, IKATAN DAN KONTINJENSI (lanjutan)

c. Sertifikat Hak Pengelolaan (HPL) No. 1/Desa Kuala Tanjung (lanjutan)

7. Bahwa secara hukum Keperdataan sampai saat ini lahan di atas HPL Nomor 1/Kuala Tanjung atas nama Perusahaan masih tetap milik Perusahaan.

8. Sampai dengan 31 Desember 2025, lahan seluas ±26 ha dari bagian sertifikat Hak Pengelolaan Nomor 1/Kuala Tanjung, tidak dihapuskan oleh Kementerian Keuangan RI selaku Pengelola Aset, sehingga Kakantah Kabupaten Asahan tidak dapat membatalkan HPL Nomor 1/Kuala Tanjung, sebagaimana diatur dalam Pasal 39 Ayat (1) Sub b Peraturan Menteri Agraria dan Tata Ruang/Kepala Badan Pertanahan Nasional Nomor 21 Tahun 2020.

Berdasarkan hal tersebut di atas sampai dengan 31 Desember 2025, seluruh lahan di atas HPL Nomor 1/Kuala Tanjung atas nama Perusahaan masih tetap milik Perusahaan, sehingga atas Putusan Pengadilan Tata Usaha Negara No. 43/G/2022/PTUN.MDN tanggal 08 September 2022 Jo Putusan Pengadilan Tinggi Tata Usaha Negara Medan No. 312/B/2022/PT.TUN.MDN tanggal 14 Desember 2022 Jo Putusan Kasasi Mahkamah Agung No. 154K/TUN/2023 Tanggal 22 Mei 2023 Jo Putusan Peninjauan Kembali MARI No. 68/PK/TUN/2024 Tanggal 12 Agustus 2024, Perusahaan tidak mengakui pencadangan atas perkara ini.

Sebagai upaya untuk mencari bukti baru guna pengajuan Peninjauan Kembali ke dua ke Mahkamah Agung, Pada tanggal 15 Mei 2024, Perusahaan mengajukan gugatan perbuatan melawan hukum kepada Tekardjo Angkasa dan kawan - kawan sebagai Tergugat I sampai XX, Kepala Kantor Pertanahan Kabupaten Asahan sebagai Turut Tergugat ke Pengadilan Negeri Kisaran dan terdaftar dengan nomor Perkara 59/Pdt.G/2025/PN.Kis.

27. SIGNIFICANT AGREEMENTS, COMMITMENTS AND CONTINGENCIES (continued)

c. Management Rights Certificate (HPL) No. 1/Kuala Tanjung (continued)

7. Legally, in terms of civil law, the land under HPL Number 1/Kuala Tanjung in the Company's name remains the property of the Company.

8. As of December 31, 2025, the area of approximately 26 hectares from the HPL Certificate No. 1/Kuala Tanjung has not been removed by the Ministry of Finance of the Republic of Indonesia as the Asset Manager. Therefore, the Asahan Land Office (Kakantah) cannot cancel the HPL No. 1/Kuala Tanjung, as stipulated in Article 39, Paragraph (1), Subsection b of the Minister of Agrarian and Spatial Planning/Head of the National Land Agency Regulation No. 21 of 2020.

Based on the above, as of December 31, 2025, all the land under HPL Number 1/Kuala Tanjung in the name of the Company still remains the property of the Company, therefore, in relation to the State Administrative Court Decision No. 43/G/2022/PTUN.MDN dated September 8, 2022, along with the Medan High State Administrative Court Decision No. 312/B/2022/PT.TUN.MDN dated December 14, 2022, the Supreme Court Cassation Decision No. 154K/TUN/2023 dated May 22, 2023, and the Judicial Review Decision of the Supreme Court MARI No. 68/PK/TUN/2024 dated August 12, 2024, the Company do not recognise any provisions related to this case.

As an effort to obtain new evidence for the submission of a second Judicial Review to the Supreme Court, on May 15, 2024, the Company filed an unlawful act lawsuit against Tekardjo Angkasa and others as Defendants I to XX, and the Head of the Asahan Regency Land Office as Co-Defendant, with the Kisaran District Court, and the case was registered under Case Number 59/Pdt.G/2025/PN.Kis.

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27. PERJANJIAN PENTING, IKATAN DAN KONTINJENSI (lanjutan)

c. Sertifikat Hak Pengelolaan (HPL) No. 1/Desa Kuala Tanjung (lanjutan)

Sampai dengan tanggal 31 Desember 2025 (sidang terakhir pada 15 Desember 2025) persidangan telah sampai pada tahap Pembuktian dari Para Pihak baik itu bukti tertulis maupun keterangan saksi dan ahli.

Pada tanggal 12 Januari 2026 terdapat sidang kesimpulan dengan hasil yang menyatakan Sertifikat HPL No.1/Kuala Tanjung atas nama Perusahaan tidak memiliki kekuatan hukum sepanjang kepentingan hak TA di atas tanah objek sengketa seluas ±26 Ha. Objek tersebut merupakan Barang Milik Negara (BMN) dan berdasarkan Peraturan Pemerintah No. 28 tahun 2020, BMN tidak dapat dihapuskan sebelum memperoleh keputusan dari Kementerian Keuangan Republik Indonesia (Kemenkeu RI) selaku Pengelola BMN. Sampai dengan saat ini, objek tersebut belum dihapuskan oleh Kemenkeu RI. Kondisi tersebut menyebabkan Kakantah Kabupaten Asahan belum dapat melaksanakan pembatalan terhadap HPL No.1/Kuala Tanjung. Berdasarkan posisi hukum saat ini, Perusahaan menilai bahwa belum terdapat kewajiban pasti yang mengharuskan pencatatan provisi atas HPL No.1/Kuala Tanjung seluas ±26 Ha.

27. SIGNIFICANT AGREEMENTS, COMMITMENTS AND CONTINGENCIES (continued)

c. Management Rights Certificate (HPL) No. 1/Kuala Tanjung (continued)

As of 31 December 2025 (with the latest hearing held on 15 December 2025), the proceedings had reached the evidentiary stage, during which both parties submitted documentary evidence as well as witness and expert testimonies.

On January 12, 2026, a conclusion hearing was held resulting in a determination that HPL Certificate No. 1/Kuala Tanjung in the name of the Company has no legal force insofar as it concerns TA's rights over the disputed land covering approximately 26 hectares. The asset constitutes State-Owned Property (BMN), and under Government Regulation No. 28 of 2020, BMN cannot be derecognized without a decision from the Ministry of Finance of the Republic of Indonesia (Kemenkeu RI) as the administrator of BMN. As of the date of this report, the asset has not been derecognized by Kemenkeu RI. Consequently, Kakantah is unable to proceed with the annulment of HPL No. 1/Kuala Tanjung. Based on the current legal position, the Company assesses that there is no present obligation that would require the recognition of a provision for HPL No. 1/Kuala Tanjung covering approximately 26 hectares.

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28. MANAJEMEN RISIKO KEUANGAN

a. Faktor risiko keuangan

Berbagai aktivitas yang dilakukan membuat Grup terekspos terhadap berbagai risiko keuangan, termasuk tingkat harga komoditas, dampak nilai tukar mata uang asing, tingkat bunga, dan risiko kredit. Sistem manajemen risiko keseluruhan yang diimplementasikan Grup ditujukan untuk menghadapi ketidakpastian harga komoditas di pasar keuangan dan untuk meminimalkan dampak yang tidak diharapkan pada kinerja keuangan Grup.

Manajemen risiko dijalankan oleh satuan kerja *risk management* yang bertanggung jawab langsung kepada Direksi. Direksi bertugas untuk menjamin kecukupan prosedur dan metodologi pengelolaan terhadap risiko-risiko keuangan, yang meliputi identifikasi risiko secara akurat, pengukuran, pemantauan dan pengendalian risiko keuangan.

Risiko harga komoditas

Grup terkena dampak terhadap risiko perubahan harga komoditas, terutama atas pembelian bahan baku utama berupa alumina yang digunakan dalam proses produksi aluminium. Harga pembelian bahan baku dan harga jual produk Grup mengacu pada harga LME. Manajemen menilai bahwa penggunaan acuan harga yang sama antara pembelian bahan baku dan penjualan produk memberikan lindung nilai alami terhadap sebagian risiko perubahan harga komoditas.

Selain itu, Manajemen mengelola risiko tersebut melalui pemantauan berkala atas harga pasar, pengendalian tingkat persediaan, penyesuaian jadwal pembelian dan produksi, serta pengkinian harga jual secara berkala kepada pelanggan.

28. FINANCIAL RISK MANAGEMENT

a. Financial risk factors

The Group's activities expose it to a variety of financial risks, including the effects of commodity prices, foreign currency exchange rates, interest rates, and credit risk. The Group's overall risk management system focuses on the unpredictability of commodity prices in financial markets and seeks to minimise potential adverse effects on the financial performance of the Group.

Risk management is carried out by the risk management task force that is directly responsible to the Directors. The Directors ensures the sufficiency of all procedures and methodology of financial risk management, which consists of accuracy of risk identification, measurement, monitoring and financial risk control.

Commodity price risks

The Group is exposed to commodity price risk, primarily arising from its purchases of alumina, which is the main raw material used in the aluminium production process. The purchase prices of raw materials and the selling prices of the Group's products reference LME prices. Management assesses that using the same price benchmark for both raw material purchases and product sales provides a natural hedge against part of the commodity price risk.

In addition, management manages this risk through periodic monitoring of market prices, control of inventory levels, adjustments to purchasing and production schedules, and periodic updates of selling prices to customers.

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28. MANAJEMEN RISIKO KEUANGAN (lanjutan)

a. Faktor risiko keuangan (lanjutan)

Risiko harga komoditas (lanjutan)

Untuk tahun yang berakhir pada tanggal 31 Desember 2025, kebijakan Grup adalah untuk tidak melakukan lindung nilai atas risiko harga komoditas tersebut.

Risiko mata uang asing

Risiko mata uang adalah risiko dimana nilai wajar atau arus kas masa datang dari suatu instrumen keuangan akan berfluktuasi akibat perubahan nilai tukar mata uang asing.

Grup terkena dampak terhadap risiko mata uang asing yang timbul dari transaksi pembelian dan penjualan, serta dari saldo aset dan liabilitas yang didenominasikan dalam mata uang asing, terutama terhadap Rupiah.

Manajemen mengelola risiko mata uang asing tersebut melalui pemantauan berkala atas nilai tukar, penyesuaian waktu pembelian valuta asing dengan kebutuhan operasional Grup, serta menjaga keselarasan antara penerimaan dan pembayaran dalam mata uang Rupiah sejauh dimungkinkan secara komersial.

Manajemen juga menilai bahwa risiko ini sebagian terlindungi secara alamiah karena sebagian transaksi pembelian dan penjualan Grup menggunakan mata uang asing yang sama.

Untuk tahun yang berakhir pada tanggal 31 Desember 2025, kebijakan Grup adalah untuk tidak melakukan lindung nilai atas risiko mata uang asing tersebut.

28. FINANCIAL RISK MANAGEMENT (continued)

a. Financial risk factors (continued)

Commodity price risks (continued)

For the year ended December 31, 2025, the Group's policy is that no hedging in the said commodity price risk shall be undertaken.

Foreign currency risk

Foreign currency risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in foreign exchange rates.

The Group is exposed to foreign currency risk arising from purchases and sales transactions, as well as from balances of assets and liabilities denominated in foreign currencies, primarily with respect to the Rupiah.

Management manages this foreign currency risk through periodic monitoring of exchange rates, aligning the timing of foreign currency purchases with the Group's operational requirements, and maintaining alignment between receipts and payments in Rupiah to the extent commercially feasible.

Management also assesses that this risk is partially naturally hedged because a portion of the Group's purchases and sales is denominated in the same foreign currency.

For the year ended 31 December 2025, the Group's policy is not to undertake hedging for such foreign currency risk.

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28. MANAJEMEN RISIKO KEUANGAN (lanjutan)

a. Faktor risiko keuangan (lanjutan)

Risiko suku bunga

Risiko suku bunga adalah risiko dimana nilai wajar atau arus kas masa datang dari suatu instrumen keuangan akan berfluktuasi akibat perubahan suku bunga pasar. Eksposur Grup terhadap risiko perubahan suku bunga pasar terutama terkait dengan kas dan setara kas dan deposito berjangka.

Risiko kredit

Risiko kredit adalah risiko dimana salah satu pihak akan gagal memenuhi kewajiban kontraktualnya.

Grup mempunyai kebijakan dan prosedur kredit untuk memastikan evaluasi kredit yang berkesinambungan dan pemantauan saldo secara aktif. Grup mengelola risiko kredit yang terkait dengan simpanan di bank dengan memonitor reputasi, peringkat kredit dan membatasi risiko agregat dari masing-masing pihak. Untuk mengelola risiko kredit terkait dengan piutang usaha, Grup melakukan hubungan usaha hanya dengan pihak ketiga yang diakui dan kredibel. Grup memiliki kebijakan salah satunya melakukan perdagangan secara kredit harus melalui prosedur verifikasi kredit dan ketentuan pembayaran melalui SKBDN maupun *letter of credit* dan memiliki kebijakan yang jelas dalam pemilihan pelanggan serta perjanjian yang mengikat secara hukum untuk transaksi komoditas mineral. Sebagai tambahan, saldo piutang dipantau secara terus menerus untuk mengurangi risiko piutang yang tidak tertagih.

28. FINANCIAL RISK MANAGEMENT (continued)

a. Financial risk factors (continued)

Interest rate risk

Interest rate risk is the risk that the fair value or the future cash flows of a financial instrument will fluctuate because of changes in market interest rates. The Group is exposed to the risk of changes in market interest rates that relate primarily to its cash and cash equivalents and time deposits.

Credit risk

Credit risk is the risk that the counterparty will fail to discharge its contractual obligation.

The Group has put in place credit policies and procedures to ensure ongoing credit evaluation and active account monitoring. The Group manages its credit risk exposure from its deposits in banks by monitoring banks reputations, credit ratings and limiting the aggregate risk to any individual counterparty. In order to manage the credit risk related to trade receivables, the Group trades only with recognised and creditworthy third parties. One of the Group's policy is that all customers who wish to trade on credit terms are subject to credit verification procedures and terms of payment either through SKBDN or a letter of credit and have clear policies on the selection of customers, as well as having legally binding agreements in place for mineral commodity transactional sales. In addition, receivable balances are monitored on an ongoing basis in order to reduce the exposure to bad debts.

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28. MANAJEMEN RISIKO KEUANGAN (lanjutan) / *28. FINANCIAL RISK MANAGEMENT (continued)*

a. Faktor risiko keuangan (lanjutan) / *a. Financial risk factors (continued)*

Risiko kredit (lanjutan) / *Credit risk (continued)*

Saldo dari aset keuangan adalah sebagai berikut: / *The balances of financial assets are as follows:*

	Jumlah bersih/*Net amount*					
	Jumlah kotor/ *Gross amount*	**Mengalami penurunan nilai/ *Impaired***	**Belum jatuh tempo dan tidak mengalami penurunan nilai/ *Neither past due nor impaired***	**Telah jatuh tempo tetapi tidak mengalami penurunan nilai/*Past due but not impaired***	**Jumlah bersih/ *Net amount***	
31 Desember 2025						***31 December 2025***
Pada biaya diamortisasi						*At amortised cost*
Kas di bank dan setara kas	398.689.999	-	398.689.999	-	398.689.999	*Cash in bank and cash equivalent*
Deposito berjangka	7.301.496	-	7.301.496	-	7.301.496	*Time deposits*
Piutang usaha	50.298.829	(8.255.365)	39.256.184	2.787.280	42.043.464	*Trade receivables*
Piutang lain-lain						*Other receivables*
- Pihak ketiga	8.994.807	(7.958.438)	1.036.369	-	1.036.369	*Third parties -*
- Pihak berelasi	888.635	(4.148)	884.487	-	884.487	*Related parties -*
Investasi pada surat utang	8.075.390	-	8.075.390	-	8.075.390	*Investment in debt securities*
Jumlah	**474.249.156**	**(16.217.951)**	**455.243.925**	**2.787.280**	**458.031.205**	***Total***

	Jumlah bersih/*Net amount*					
	Jumlah kotor/ *Gross amount*	**Mengalami penurunan nilai/ *Impaired***	**Belum jatuh tempo dan tidak mengalami penurunan nilai/ *Neither past due nor impaired***	**Telah jatuh tempo tetapi tidak mengalami penurunan nilai/*Past due but not impaired***	**Jumlah bersih/ *Net amount***	
31 Desember 2024						***31 December 2024***
Pada biaya diamortisasi						*At amortised cost*
Kas di bank dan setara kas	463.572.099	-	463.572.099	-	463.572.099	*Cash in bank and cash equivalent*
Deposito berjangka	9.281.030	-	9.281.030	-	9.281.030	*Time deposits*
Piutang usaha	40.706.354	(8.255.365)	28.061.170	4.389.819	32.450.989	*Trade receivables*
Piutang lain-lain						*Other receivables*
- Pihak ketiga	9.566.418	(7.650.670)	1.915.748	-	1.915.748	*Third parties -*
- Pihak berelasi	985.022	-	985.022	-	985.022	*Related parties -*
Investasi pada surat utang	20.094.361	-	20.094.361	-	20.094.361	*Investment in debt securities*
Jumlah	**544.205.284**	**(15.906.035)**	**523.909.430**	**4.389.819**	**528.299.249**	***Total***

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28. MANAJEMEN RISIKO KEUANGAN (lanjutan)

a. Faktor risiko keuangan (lanjutan)

Risiko likuiditas

Risiko likuiditas adalah risiko dimana Grup tidak dapat memenuhi kewajiban pembayaran pada saat jatuh tempo. Grup telah menelaah, memantau, serta menetapkan kebijakan syarat pembayaran yang sesuai dengan penerimaan penjualan Grup. Secara umum, kebutuhan dana untuk pelunasan kewajiban yang jatuh tempo diperoleh dari pelunasan piutang usaha dari pelanggan, kas dan setara kas serta deposito berjangka yang dimiliki oleh Grup serta melalui fleksibilitas penggunaan pinjaman bank dan pinjaman lainnya.

Tabel di bawah ini merupakan profil liabilitas keuangan Grup berdasarkan kontrak pembayaran.

28. FINANCIAL RISK MANAGEMENT (continued)

a. Financial risk factors (continued)

Liquidity risk

Liquidity risk is the risk that the Group is unable to meet its obligations when they are due. The Group has reviewed, monitored and set the policy of terms of payments in accordance with the proceeds from the Group's sales. In general, funding to pay the due obligations comes from the settlement of trade receivables from customers, cash and cash equivalents as well as the time deposits of the Group and flexibility through bank loans and other borrowings.

The table below summarises the maturity profile of the Group's financial liabilities based on the contractual payment maturities.

	Kurang dari 3 bulan/ *Less than 3 months*	3 bulan-1 tahun/ *3 months - 1 year*	1 - 5 tahun/ *1 - 5 years*	Di atas 5 tahun/ *More than 5 years*	Jumlah/ *Total*	
31 Desember 2025						***31 December 2025***
Pada biaya diamortisasi						*At amortised cost*
Utang usaha	67.300.457	-	-	-	67.300.457	*Trade payables*
Akrual	123.915.921	-	-	-	123.915.921	*Accruals*
Liabilitas imbalan kerja jangka pendek	37.583.294	-	-	-	37.583.294	*Short-term employee benefit liabilities*
Liabilitas sewa	-	2.521.194	2.386.257	-	4.907.451	*Lease liabilities*
Liabilitas lainnya	-	74.558.411	30.566.776	-	105.125.187	*Other liabilities*
Jumlah	**228.799.672**	**77.079.605**	**32.953.033**	**-**	**338.832.310**	***Total***
31 Desember 2024						***31 December 2024***
Pada biaya diamortisasi						*At amortised cost*
Utang usaha	71.913.105	-	-	-	71.913.105	*Trade payables*
Akrual	248.821.303	-	-	-	248.821.303	*Accruals*
Liabilitas imbalan kerja jangka pendek	43.768.242	-	-	-	43.768.242	*Short-term employee benefit liabilities*
Liabilitas sewa	-	1.752.510	1.555.955	-	3.308.465	*Lease liabilities*
Liabilitas lainnya	-	57.439.947	26.875.520	-	84.315.467	*Other liabilities*
Jumlah	**364.502.650**	**59.192.457**	**28.431.475**	**-**	**452.126.582**	***Total***

b. Manajemen permodalan

Grup bertujuan untuk mencapai struktur modal yang optimal untuk memenuhi tujuan usaha, di antaranya dengan mempertahankan rasio modal yang sehat dan maksimalisasi nilai pemegang saham.

Direksi Grup secara berkala melakukan reviu struktur permodalan Grup. Sebagai bagian dari reviu ini, Direksi mempertimbangkan biaya permodalan dan risiko yang berhubungan dan arahan dari pemegang saham.

b. Capital management

The Group aims to achieve an optimal capital structure in pursuit of its business objectives, which include maintaining healthy capital ratios and maximising shareholder value.

The Directors of the Group periodically review the Group's capital structure. As part of this review, the Directors consider the cost of capital and the related risks and direction from shareholders.

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28. MANAJEMEN RISIKO KEUANGAN (lanjutan) / *28. FINANCIAL RISK MANAGEMENT (continued)*

b. Manajemen permodalan (lanjutan) / *b. Capital management (continued)*

Konsisten dengan entitas lain dalam industri, Grup memonitor modal dengan dasar rasio utang terhadap modal. Rasio ini dihitung dengan membagi jumlah utang dengan jumlah modal. Utang merupakan jumlah liabilitas pada laporan posisi keuangan konsolidasian. Modal terdiri dari seluruh komponen ekuitas yang ada sebagaimana jumlah dalam laporan posisi keuangan konsolidasian.

Consistent with other entities in the industry, the Group monitors capital on the basis of the debt-to-equity ratio. This ratio is calculated as debt divided by total capital. Debt is calculated as the total liabilities shown in the consolidated statement of financial position. Total capital is the equity that is shown in the consolidated statements of financial position.

Rasio utang terhadap modal Grup adalah sebagai berikut:

The debt-to-equity ratios of the Group are as follows:

	2025 USD	2024 USD	
Jumlah liabilitas	362.043.538	490.564.987	*Total liabilities*
Jumlah ekuitas	2.029.486.968	1.986.588.755	*Total equity*
Rasio utang terhadap modal	**0.17:1**	**0.25:1**	***Debt-to-equity ratio***

c. Estimasi nilai wajar / *c. Fair value estimation*

Nilai wajar adalah suatu jumlah dimana suatu aset dapat dipertukarkan atau suatu liabilitas diselesaikan antara pihak yang memahami dan berkeinginan untuk melakukan transaksi wajar.

Fair value is the amount for which an asset could be exchanged or a liability settled between knowledgeable and willing parties in an arm's length transaction.

Instrumen keuangan yang diukur pada nilai wajar pada tanggal laporan posisi keuangan konsolidasian dan pengukuran nilai wajarnya diungkapkan dengan tingkatan hierarki pengukuran nilai wajar sebagai berikut:

Financial instruments that are measured at fair value at the consolidated statement of financial position date and the corresponding fair value are disclosed by the level of the following fair value measurement hierarchy:

- Tingkat 1: harga kuotasian (tidak disesuaikan) dalam pasar aktif untuk liabilitas yang identik.
- *Level 1: quoted prices (unadjusted) in active markets for identical liabilities.*

- Tingkat 2: input selain harga kuotasian yang termasuk dalam tingkat 1 yang dapat diobservasi untuk liabilitas, baik secara langsung (misalnya harga) atau secara tidak langsung (misalnya turunan dari harga).
- *Level 2: inputs other than the quoted prices included within level 1 that are observable for the liability, either directly (as prices) or indirectly (derived from prices).*

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28. MANAJEMEN RISIKO KEUANGAN (lanjutan) / *28. FINANCIAL RISK MANAGEMENT (continued)*

c. Estimasi nilai wajar (lanjutan) / *c. Fair value estimation (continued)*

- Tingkat 3: input untuk liabilitas yang bukan berdasarkan data pasar yang dapat diobservasi (input yang tidak dapat diobservasi).

- *Level 3: inputs for liabilities that are not based on observable market data (unobservable inputs).*

Manajemen berpendapat bahwa nilai tercatat aset dan liabilitas keuangan lancar yang dicatat sebesar biaya perolehan diamortisasi dalam laporan keuangan konsolidasian mendekati nilai wajarnya karena bersifat jangka pendek. Untuk informasi mengenai nilai wajar dari aset dan liabilitas keuangan tidak lancar, telah dijelaskan di catatan atas laporan keuangan konsolidasian terkait.

Management considers that the carrying amounts of the current financial assets and the financial liabilities recorded at amortized cost in the consolidated financial statements approximate their fair values because of their short-term maturities. The information related to the fair value of non- current assets and liabilities has been explained in the respective notes to the consolidated financial statements.

29. INFORMASI ARUS KAS / *29. CASH FLOW INFORMATION*

a. Transaksi nonkas / *a. Non-cash transactions*

	2025 USD	2024 USD	
Penambahan aset tetap melalui sewa, akrual, hutang retensi, uang muka, persediaan, dan kapitalisasi bunga pinjaman	20.543.192	84.256.455	*Addition of fixed assets through leases, accrual. retention payables, advances, inventories, and capitalisation of loan interest*
Penambahan investasi di entitas asosiasi melalui reklasifikasi uang muka	-	2.467.105	*Addition investment in associate through reclassification of advances*
Pengurangan aset tetap yang tidak melalui kas	1.398.346	-	*Disposal of fixed assets not through cash*

b. Rekonsiliasi liabilitas yang timbul dari aktivitas pendanaan / *b. Reconciliation of liabilities arising from financing activities*

	2025				
	Saldo Awal/ *Beginning Balance*	Nonkas/ *Non Cash*	Arus Kas Keluar/ *Outgoing Cash Flow*	Saldo Akhir/ *Ending balance*	
Liabilitas sewa	3.308.465	4.575.521	(2.976.535)	4.907.451	*Lease liabilities*
Jumlah	**3.308.465**	**4.575.521**	**(2.976.535)**	**4.907.451**	***Total***

	2024				
	Saldo Awal/ *Beginning Balance*	Nonkas/ *Non Cash*	Arus Kas Keluar/ *Outgoing Cash Flow*	Saldo Akhir/ *Ending balance*	
Liabilitas sewa	2.622.060	2.042.051	(1.355.646)	3.308.465	*Lease liabilities*
Jumlah	**2.622.060**	**2.042.051**	**(1.355.646)**	**3.308.465**	***Total***

30. KEPENTINGAN NONPENGENDALI / *30. NON-CONTROLLING INTERESTS*

Pada tanggal 31 Desember 2025 dan 2024, saldo kepentingan nonpengendali adalah AS$104.872.711 dan AS$71.928.138.

As at December 31, 2025 and 2024, the balance of non-controlling interests are US$104,872,711 and US$71,928,138.

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31. STANDAR BARU DAN AMANDEMEN ATAS STANDAR YANG TELAH DISAHKAN NAMUN BELUM BERLAKU EFEKTIF

Mulai efektif pada atau setelah tanggal 1 Januari 2026

Amendemen PSAK 109 dan PSAK 107: Klasifikasi dan Pengukuran Instrumen Keuangan

Amandemen tersebut mencakup klarifikasi atas suatu liabilitas keuangan dihentikan pengakuannya pada "tanggal penyelesaian" serta memperkenalkan pilihan kebijakan akuntansi (apabila kondisi tertentu terpenuhi) untuk menghentikan pengakuan liabilitas keuangan yang diselesaikan melalui sistem pembayaran elektronik sebelum tanggal penyelesaian. Selain itu, panduan tambahan ditambahkan mengenai bagaimana arus kas kontraktual untuk aset keuangan dengan fitur lingkungan, sosial, dan tata kelola perusahaan (ESG) serta fitur serupa harus dinilai. Amandemen tersebut juga mengklarifikasi apa saja yang merupakan fitur *non-recourse* dan karakteristik instrumen yang terkait secara kontraktual. Selain itu, amandemen tersebut memperkenalkan persyaratan pengungkapan untuk instrumen keuangan dengan fitur kontinjensi serta persyaratan pengungkapan tambahan untuk instrumen ekuitas yang diklasifikasikan pada nilai wajar melalui penghasilan komprehensif lain (OCI).

Amandemen tersebut berlaku efektif untuk periode tahunan yang dimulai pada atau setelah 1 Januari 2026, dengan penerapan dini diperkenankan hanya untuk klasifikasi aset keuangan dan pengungkapan terkait. Grup tidak memperkirakan bahwa amandemen tersebut akan memberikan dampak material terhadap laporan keuangan Grup.

31. NEW ACCOUNTING STANDARD AND AMENDMENT TO STANDARDS WHICH HAS BEEN ISSUED BUT NOT YET EFFECTIVE

Effective beginning on or after January 1, 2026

Amendments to PSAK 109 and PSAK 107: Classification and Measurement of Financial Instruments

The amendments includes a clarification that a financial liability is derecognised on the 'settlement date' and the introduction of an accounting policy choice (if specific conditions are met) to derecognise financial liabilities settled using an electronic payment system before the settlement date. Further, additional guidance is added on how the contractual cash flows for financial assets with environmental, social and corporate governance (ESG) and similar features should be assessed. The amendments also clarifies what constitute 'non-recourse features' and what are the characteristics of contractually linked instruments. The amendments also introduces of disclosures for financial instruments with contingent features and additional disclosure requirements for equity instruments classified at fair value through other comprehensive income (OCI).

The Amendments are effective for annual periods starting on or after January 1, 2026 with early adoption permitted for classification of financial assets and related disclosures only. The Group does not anticipate that the amendments will have a material effect on the Group's financial statements.

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31. STANDAR BARU DAN AMANDEMEN ATAS STANDAR YANG TELAH DISAHKAN NAMUN BELUM BERLAKU EFEKTIF (lanjutan)

Mulai efektif pada atau setelah tanggal 1 Januari 2027

PSAK 118: Penyajian dan Pengungkapan dalam Laporan Keuangan

PSAK 118 akan menggantikan PSAK 201. Standar baru ini memperkenalkan persyaratan baru terkait penyajian dalam laporan laba rugi, termasuk total dan subtotal tertentu. Selain itu, entitas diwajibkan untuk mengklasifikasikan seluruh pendapatan dan beban dalam laporan laba rugi ke dalam salah satu dari lima kategori: operasi, investasi, pendanaan, pajak penghasilan, dan operasi yang dihentikan.

Standar ini juga mensyaratkan pengungkapan ukuran kinerja yang didefinisikan manajemen, subtotal pendapatan dan beban, serta mencakup persyaratan baru terkait agregasi dan disagregasi informasi keuangan.

PSAK 118 berlaku efektif untuk periode pelaporan yang dimulai pada atau setelah 1 Januari 2027, dengan penerapan dini diperkenankan dan harus diungkapkan. PSAK 118 akan diterapkan secara retrospektif.

Grup saat ini sedang mengidentifikasi seluruh dampak yang akan timbul atas laporan keuangan utama dan catatan atas laporan keuangan terkait implementasi amandemen tersebut.

31. NEW ACCOUNTING STANDARD AND AMENDMENT TO STANDARDS WHICH HAS BEEN ISSUED BUT NOT YET EFFECTIVE (continued)

Effective beginning on or after January 1, 2027

PSAK 118: Presentation and Disclosure in Financial Statements

PSAK 118 will replace PSAK 201. The new standard introduces new requirements for presentation within the statement of profit or loss, including specified totals and subtotals. Furthermore, entities are required to classify all income and expenses within the statement of profit or loss into one of five categories: operating, investing, financing, income taxes and discontinued operations.

The standard requires disclosure of newly defined management-defined performance measures, subtotals of income and expenses, and it also includes new requirements for aggregation and disaggregation of financial information.

PSAK 118 are effective for reporting periods beginning on or after January 1, 2027, but earlier application is permitted and must be disclosed. PSAK 118 will apply retrospectively.

The Group is currently working to identify all impacts the amendments will have on the primary financial statements and notes to the financial statements.

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32. REKLASIFIKASI ATAS LAPORAN KEUANGAN KONSOLIDASIAN

Beberapa akun dalam laporan keuangan konsolidasian per 31 Desember 2024 telah direklasifikasi agar sesuai dengan penyajian akun-akun dalam laporan keuangan konsolidasian tahun 2025.

32. RECLASSIFICATION OF THE CONSOLIDATED FINANCIAL STATEMENTS

Certain accounts in the consolidated statement of financial position as of December 31, 2024, have been reclassified to conform with the presentation of accounts in the 2025 consolidated financial statements.

	2024			
	Sebagaimana telah dilaporkan sebelumnya / *As previously reported*	**Reklasifikasi/ *Reclassification***	**Setelah reklasifikasi/ *After reclassified***	
ASET LANCAR				***CURRENT ASSET***
Aset lancar lainnya	17.139.709	(17.139.709)	-	*Other current asset*
Investasi pada surat utang	-	17.000.685	17.000.685	*Investment in debt securities*
Uang muka dan biaya dibayar di muka	-	139.024	139.024	*Advance and prepayments*
Jumlah	**17.139.709**	**-**	**17.139.709**	***Total***
ASET TIDAK LANCAR				***NON-CURRENT ASSET***
Aset tidak lancar lainnya	15.450.681	(7.938.555)	7.512.126	*Other non-current asset*
Piutang lain-lain - Pihak berelasi -	-	4.844.879	4.844.879	*Other receivables Related party -*
Investasi pada surat utang	-	3.093.676	3.093.676	*Investment in debt securities*
Jumlah	**15.450.681**	**-**	**15.450.681**	***Total***

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33. INFORMASI KEUANGAN ENTITAS INDUK

Informasi keuangan entitas induk terlampir, yang terdiri dari laporan posisi keuangan tanggal 31 Desember 2025, serta laporan laba rugi komprehensif dan penghasilan lain, laporan perubahan ekuitas, dan laporan arus kas untuk tahun yang berakhir pada tanggal tersebut, dan suatu ikhtisar kebijakan akuntansi signifikan dan informasi penjelasan lainnya (secara kolektif disebut sebagai "Informasi Keuangan Entitas Induk") yang disajikan sebagai informasi tambahan terhadap laporan keuangan konsolidasian, disajikan untuk tujuan analisis tambahan dan bukan merupakan bagian dari laporan keuangan konsolidasian yang diharuskan menurut Standar Akuntansi Keuangan di Indonesia. Informasi Keuangan Entitas Induk merupakan tanggung jawab manajemen serta dihasilkan dari dan berkaitan secara langsung dengan catatan akuntansi dan catatan lainnya yang mendasarinya yang digunakan untuk menyusun laporan keuangan konsolidasian.

33. FINANCIAL INFORMATION OF PARENT ENTITY

The accompanying financial information of parent entity, which comprises the statements of financial position as of December 31, 2025 and the statement of profit or loss and comprehensive income, statements of changes equity, and statements of cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information (collectively referred to as the "Parent Financial Information"), which is presented as a supplementary information to the consolidated financial statements, is presented for the purposes of additional analysis and is not a required part of the consolidated financial statements under Indonesian Financial Accounting Standards. The Parent Financial Information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the consolidated financial statements.

	2025 USD	2024 USD	
ASET			***ASSETS***
ASET LANCAR			***CURRENT ASSETS***
Kas dan setara kas	356.832.821	435.089.209	*Cash and cash equivalents*
Deposito berjangka	7.301.496	9.281.030	*Time deposits*
Piutang usaha	40.497.129	31.603.532	*Trade receivables*
Piutang lain-lain	9.951.945	8.916.545	*Other receivables*
Persediaan	161.130.435	181.881.873	*Inventories*
Pajak dibayar di muka	1.730.321	1.226.417	*Prepaid taxes*
Piutang pajak lainnya	1.617.089	859.381	*Other tax receivables*
Aset lancar lainnya	-	17.000.685	*Other current assets*
Jumlah aset lancar	**579.061.236**	**685.858.672**	***Total current assets***
ASET TIDAK LANCAR			***NON-CURRENT ASSETS***
Investasi pada entitas anak	160.694.305	111.277.445	*Investment in subsidiaries*
Investasi pada entitas asosiasi	22.799.601	4.000.983	*Investment in associates*
Aset tetap	865.162.641	886.691.467	*Fixed assets*
Pajak dibayar di muka	-	13.933.653	*Prepaid taxes*
Aset pajak tangguhan	-	5.685.685	*Deferred tax assets*
Piutang pajak lainnya	13.776.152	15.267.508	*Other tax receivables*
Pinjaman kepada Entitas Anak	582.633.045	517.193.646	*Loan to subsidiary*
Aset tidak lancar lainnya	8.564.021	3.607.873	*Other non-current assets*
Jumlah aset tidak lancar	**1.653.629.765**	**1.557.658.260**	***Total non-current assets***
JUMLAH ASET	**2.232.691.001**	**2.243.516.932**	***TOTAL ASSETS***

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33. INFORMASI KEUANGAN ENTITAS INDUK (lanjutan) / *33. FINANCIAL INFORMATION OF PARENT ENTITY (continued)*

	2025 USD	2024 USD	
LIABILITAS			***LIABILITIES***
LIABILITAS JANGKA PENDEK			***CURRENT LIABILITIES***
Utang usaha	27.427.332	58.899.282	*Trade payables*
Akrual	77.944.221	103.315.427	*Accruals*
Liabilitas imbalan kerja jangka pendek	37.583.294	43.763.981	*Short-term employee benefit liabilities*
Utang pajak	12.725.150	29.447.521	*Taxes payable*
Liabilitas sewa jangka panjang yang jatuh tempo dalam satu tahun	2.291.685	1.557.826	*Current maturities of current lease liabilities*
Liabilitas jangka pendek lainnya	15.108.828	6.335.060	*Other current liabilities*
Jumlah liabilitas jangka pendek	**173.080.510**	**243.319.097**	***Total current liabilities***
LIABILITAS JANGKA PANJANG			***NON-CURRENT LIABILITIES***
Kewajiban imbalan pascakerja	6.694.323	4.990.184	*Post-employment benefit obligations*
Utang pajak tangguhan	1.331.003	-	*Deferred tax liabilities*
Liabilitas sewa jangka panjang setelah dikurangi bagian yang jatuh tempo dalam satu tahun	2.015.441	1.053.197	*Non-current lease liabilities net of current maturities*
Liabilitas jangka panjang lainnya	4.368.239	4.665.091	*Other non-current liabilities*
Jumlah liabilitas jangka panjang	**14.409.006**	**10.708.472**	***Total non-current liabilities***
JUMLAH LIABILITAS	**187.489.516**	**254.027.569**	***TOTAL LIABILITIES***
EKUITAS			***EQUITY***
Modal saham	1.294.189.446	1.294.189.446	*Share capital*
Tambahan modal disetor	4.365.353	4.365.353	*Additional paid-in capital*
Saldo laba			*Retained earnings*
Dicadangkan	52.662.136	52.662.136	*Appropriated*
Belum dicadangkan	713.632.951	657.514.030	*Unappropriated*
Penghasilan komprehensif lain			*Other comprehensive income*
Pengukuran kembali kewajiban imbalan pascakerja	(26.287.991)	(25.727.601)	*Remeasurement of post employment benefit obligations*
Selisih penjabaran laporan keuangan entitas anak	6.639.590	6.485.999	*Currency differences from translation of the subsidiaries financial statements*
JUMLAH EKUITAS	**2.045.201.485**	**1.989.489.363**	***TOTAL EQUITY***
JUMLAH LIABILITAS DAN EKUITAS	**2.232.691.001**	**2.243.516.932**	***TOTAL LIABILITIES AND EQUITY***

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33. INFORMASI KEUANGAN ENTITAS INDUK (lanjutan) / *33. FINANCIAL INFORMATION OF PARENT ENTITY (continued)*

	2025 USD	2024 USD	
Pendapatan	779.883.772	715.994.008	*Revenue*
Beban pokok pendapatan	(556.925.284)	(500.973.029)	*Cost of revenue*
Laba kotor	**222.958.488**	**215.020.979**	***Gross profit***
Beban umum dan administrasi	(58.637.853)	(63.606.772)	*General and administrative expenses*
Beban penjualan dan pemasaran	(6.438.528)	(6.632.906)	*Selling and marketing expenses*
Laba usaha	**157.882.107**	**144.781.301**	***Operating profit***
Penghasilan keuangan	59.122.486	71.888.645	*Finance income*
Biaya keuangan	(314.676)	(378.074)	*Finance costs*
Bagian rugi entitas anak	13.105.901	(5.358.728)	*Share of losses on subsidiary*
Bagian rugi entitas asosiasi	(3.125.547)	(3.738.243)	*Share of losses on associates*
Pendapatan/(biaya) lain-lain, bersih	4.373.797	4.575.708	*Other income/(expense), net*
LABA SEBELUM PAJAK PENGHASILAN	**231.044.068**	**211.770.610**	***PROFIT BEFORE INCOME TAX EXPENSE***
Beban pajak penghasilan	(51.134.681)	(45.865.617)	*Income tax expense*
Laba tahun berjalan	**179.909.387**	**165.904.993**	***Profit for the year***
Penghasilan komprehensif lain			***Other comprehensive income***
Pos yang tidak akan direklasifikasi ke laba rugi:			*Items that will not be reclassified to profit or loss:*
Pengukuran kembali kewajiban imbalan pascakerja	(718.449)	506.341	*Remeasurement of post-employment benefit obligations*
Pajak terkait	158.059	(111.395)	*Related taxes*
Pos yang akan direklasifikasi ke laba rugi:			*Items that will be reclassified to profit or loss:*
Selisih penjabaran laporan keuangan entitas anak	153.591	80.354	*Currency difference from translation of the subsidiaries'*
Jumlah penghasilan komprehensif lain setelah pajak	**(406.799)**	**475.300**	***Total other comprehensive income after tax***
Jumlah penghasilan komprehensif tahun berjalan	**179.502.588**	**166.380.293**	***Total comprehensive income for the year***

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33. INFORMASI KEUANGAN ENTITAS INDUK (lanjutan)

33. FINANCIAL INFORMATION OF PARENT ENTITY (continued)

			Penghasilan Komprehensif Lain/ *Other Comprehensive Income*		Saldo laba/ *Retained earnings*			
	Modal Saham/ *Share capital*	Tambahan disetor/ *Additional paid-in capital*	Selisih penjabaran entitas anak/ *Translation Impact*	Pengukuran kembali kewajiban imbalan pascakerja/ *Remeasurement of post-employment benefit obligations*	Dicadangkan/ *Appropriated*	Belum dicadangkan/ *Unappropriated*	Jumlah/ *Total*	
Saldo 31 Desember 2023	**1.294.189.446**	**4.365.353**	**6.405.645**	**(26.122.547)**	**52.662.136**	**693.999.123**	**2.025.499.156**	***Balance 31 December 2023***
Dividen	-	-	-	-	-	(202.390.086)	(202.390.086)	*Dividend*
Laba tahun berjalan	-	-	-	-	-	165.904.993	165.904.993	*Profit for the year*
Selisih penjabaran entitas anak	-	-	80.354	-	-	-	80.354	*Currency differences from translation of the subsidiaries' financial statements*
Pengukuran kembali kewajiban imbalan pascakerja. setelah pajak	-	-	-	394.946	-	-	394.946	*Remeasurement of post-employment benefit obligations. net of tax*
Saldo 31 Desember 2024	**1.294.189.446**	**4.365.353**	**6.485.999**	**(25.727.601)**	**52.662.136**	**657.514.030**	**1.989.489.363**	***Balance December 31, 2024***
Dividen	-	-	-	-	-	(123.790.466)	(123.790.466)	*Dividend*
Laba tahun berjalan	-	-	-	-	-	179.909.387	179.909.387	*Profit for the year*
Selisih penjabaran entitas anak	-	-	153.591	-	-	-	153.591	*Currency differences from translation of the subsidiaries' financial statements*
Pengukuran kembali kewajiban imbalan pascakerja. setelah pajak	-	-	-	(560.390)	-	-	(560.390)	*Remeasurement of post-employment benefit obligations. net of tax*
Saldo 31 Desember 2025	**1.294.189.446**	**4.365.353**	**6.639.590**	**(26.287.991)**	**52.662.136**	**713.632.951**	**2.045.201.485**	***Balance December 31, 2025***

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33. INFORMASI KEUANGAN ENTITAS INDUK (lanjutan) / *33. FINANCIAL INFORMATION OF PARENT ENTITY (continued)*

	2025 USD	2024 USD	
ARUS KAS DARI AKTIVITAS OPERASI			***CASH FLOWS FROM OPERATING ACTIVITIES***
Penerimaan dari pelanggan	790.742.547	730.137.310	*Receipts from customers*
Penerimaan dari penghasilan keuangan	58.041.790	81.280.403	*Receipts from interest income*
Penerimaan dari restitusi pajak penghasilan	11.779.356	9.336.997	*Receipts from income tax restitution*
Pembayaran kas kepada:			*Cash payments to:*
Beban keuangan	(314.676)	378.074	*Finance cost*
Pemasok, pihak ketiga dan karyawan	(631.917.890)	(442.011.851)	*Suppliers, third parties and employee*
Pembayaran pajak	(58.657.110)	(17.976.838)	*Payment of taxes*
Arus kas neto yang diperoleh dari aktivitas operasi	**169.674.017**	**361.144.095**	***Net cash provided by operating activities***
ARUS KAS DARI AKTIVITAS INVESTASI			***CASH FLOWS FROM INVESTING ACTIVITIES***
Penerimaan kas dari investasi pada surat utang	17.000.685	20.178.456	*Receipts from the investements in debt securities*
Penempatan deposito berjangka		(9.281.030)	*Time deposit placement*
Penerimaan kas dari investasi pada deposito berjangka	1.979.533	-	*Receipts from the investment in time deposit*
Penambahan investasi pada entitas asosiasi	(21.924.165)	(4.505.174)	*Addition of investment in associates*
Penempatan kas untuk investasi pada surat utang	(4.981.713)	(7.994.036)	*Addition of investment in debt securities*
Pembelian aset tetap	(13.074.225)	(45.462.348)	*Purchase of fixed assets*
Penambahan investasi di entitas anak	(36.865.630)	(72.829.676)	*Addition of investment in subsidiaries*
Penerimaan dari penjualan aset tetap	1.710.581	-	*Proceeds from disposal of fixed assets*
Pinjaman kepada entitas anak	(65.439.399)	(241.030.534)	*Loan to subsidiaries*
Arus kas neto yang digunakan untuk aktivitas investasi	**(121.594.333)**	**(360.924.342)**	***Net cash used in investing activities***
ARUS KAS DARI AKTIVITAS PENDANAAN			***CASH FLOWS FROM FINANCING ACTIVITIES***
Pembayaran dividen	(123.790.466)	(202.390.087)	*Payment of dividend*
Pembayaran liabilitas sewa	(2.545.606)	(1.165.217)	*Repayment of lease liabilities*
Arus kas neto yang digunakan untuk aktivitas pendanaan	**(126.336.072)**	**(203.555.303)**	***Cash flows from Net cash used in financing activities***
PENURUNAN BERSIH KAS DAN SETARA KAS	**(78.256.388)**	**(203.335.550)**	***NET DECREASE IN CASH AND CASH EQUIVALENTS***
KAS DAN SETARA KAS PADA AWAL TAHUN	**435.089.209**	**638.424.759**	***CASH AND CASH EQUIVALENTS AT THE BEGINNING OF THE YEAR***
KAS DAN SETARA KAS PADA AKHIR TAHUN	**356.832.821**	**435.089.209**	***CASH AND CASH EQUIVALENTS AT THE END OF THE YEAR***

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33. INFORMASI KEUANGAN ENTITAS INDUK (lanjutan)

a. Informasi Keuangan Tersendiri

Laporan posisi keuangan, laporan laba rugi dan penghasilan komprehensif lain, laporan perubahan ekuitas dan laporan arus kas Entitas Induk adalah laporan keuangan tersendiri yang merupakan informasi tambahan atas laporan keuangan konsolidasian.

33. FINANCIAL INFORMATION OF PARENT ENTITY (continued)

a. Separate Financial Statements

Statements of financial position, statements of profit or loss and other comprehensive income, statements of changes in equity and statements of cash flows of the parent entity is a separate financial statements which represent additional information to the consolidated financial statements.

b. Daftar Investasi pada Entitas Anak

b. Schedule of Investments in Subsidiaries

	Bidang usaha/ *Activity*	Domisili/ *Domicile*	Tahun beroperasi komersial/ *Commencement of commercial operations*	Persentase kepemilikan/ *Percentage of Ownership* 31 Desember/ *December 31, 2025* %	Persentase kepemilikan/ *Percentage of Ownership* 31 Desember/ *December 31 2024* %
PT Borneo Alumina Indonesia ("BAI") a)	Pertambangan, Pengolahan, Pemurnian, Perdagangan besar dan Produksi industrial terkait komoditas bijih bauksit dan aluminium	Jakarta	-	60,00%	60,00%
PT Indonesia Aluminium Alloy ("IAA")	Mengolah skrap aluminium sebagai bahan baku utama yang akan dicampur dengan molten aluminium	Jakarta	2023	99,99%	99,99%

Catatan:
a) Dalam tahap pengembangan

Notes:
a) In the commissioning stage

c. Metode Pencatatan Investasi

Investasi pada entitas anak sebagaimana disebutkan dalam laporan keuangan entitas induk dicatat menggunakan metode ekuitas.

c. Accounting Method of Investment

Investments in subsidiaries mentioned in the financial statements of the parent entity is recorded using equity method.

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