



2025

Laporan Keberlanjutan
Sustainability Report



REINFORCING COMMITMENT: PROTECTING PEOPLE, PLANET, AND PERFORMANCE

MENEGASKAN KOMITMEN: MELINDUNGI MANUSIA,
LINGKUNGAN, DAN KINERJA

PT Pertamina Hulu Energi



Reinforcing Commitment:

Protecting People, Planet, and Performance

Menegaskan Komitmen:
Melindungi Manusia, Lingkungan, dan Kinerja

PT Pertamina Hulu Energi (PHE) meneruskan komitmen untuk menyeimbangkan kinerja bisnis dengan tanggung jawab terhadap lingkungan dan masyarakat. Melalui penguatan tata kelola, standar keselamatan kesehatan kerja, peningkatan manajemen risiko, serta pengembangan inovasi, maka proses operasi diharapkan lebih efisien dan berorientasi pada pengurangan dampak negatif lingkungan. PHE menyadari bahwa keberlangsungan sumber daya manusia dan alam adalah bagian dari membangun kinerja yang baik untuk masa depan. Inilah yang menjadi dasar bagi PHE untuk memastikan bahwa kegiatan operasional dilaksanakan dengan baik, sebagai landasan untuk memperkuat ketahanan Perusahaan di masa depan.

PT Pertamina Hulu Energi (PHE) continues its commitment to balancing business performance with responsibility toward the environment and society. Through strengthened governance, occupational health and safety standards, improved risk management, and innovation development, operational processes are expected to become more efficient and focused on reducing negative environmental impacts. PHE recognizes that the sustainability of human resources and natural resources is integral to building strong performance for the future. This is the foundation for PHE to ensure that operational activities are carried out properly, as the basis for strengthening the Company's resilience in the future.



Before

After

Cover Before

Visual dua figur yang berjalan berdampingan dan berinteraksi mencerminkan kedekatan perusahaan dengan masyarakat. Komposisi ini merepresentasikan semangat kemitraan, pemberdayaan, serta tanggung jawab bersama dalam menciptakan dampak sosial yang positif dan berkelanjutan.

The visual of two individuals walking side by side and interacting reflects the company's close relationship with the community. This composition represents the spirit of partnership, empowerment, and shared responsibility in creating positive and sustainable social impact.

Cover After

Pada versi pengembangan, ditambahkan ilustrasi yang memperkuat narasi kedekatan antara perusahaan dan masyarakat. Visual ini menegaskan komitmen PHE bahwa keberlanjutan sumber daya manusia dan kelestarian lingkungan merupakan fondasi dalam membangun kinerja yang berkelanjutan. Pendekatan ini menjadi dasar bagi perusahaan untuk memastikan operasional yang bertanggung jawab, sekaligus memperkuat ketahanan dan nilai jangka panjang perusahaan.

In the enhanced version, an illustration is introduced to further emphasize the connection between the company and the community. This visual highlights PHE's commitment to recognizing the sustainability of human resources and environmental preservation as key foundations for long-term performance. This approach underpins responsible operations while strengthening the company's resilience and long-term value creation.

Pernyataan Disclaimer

Laporan Keberlanjutan ini berisikan pernyataan-pernyataan kinerja ekonomi, lingkungan, sosial, dan tata kelola, serta strategi Perusahaan, yang sebagian dapat digolongkan sebagai pernyataan ke depan. Pernyataan-pernyataan yang bersifat prospektif memiliki risiko dan ketidakpastian, serta dapat mengakibatkan perkembangan aktual secara material berbeda dari yang tertulis dalam laporan ini. Pernyataan prospektif dalam Laporan Keberlanjutan ini dibuat berdasarkan berbagai asumsi mengenai kondisi terkini dan kondisi mendatang dari Perusahaan, serta lingkungan bisnis, tempat Perusahaan menjalankan kegiatan usaha. Perusahaan tidak menjamin hasil-hasil dari kinerja sesuai harapan. Adapun penulisan angka-angka pada seluruh tabel dan grafik menggunakan notasi Bahasa Indonesia. Adapun penyebutan kata "Perusahaan", "Perseroan", dan "PHE Subholding Upstream" merujuk pada PT Pertamina Hulu Energi dan seluruh Anak Perusahaan sektor hulu migas yang terbagi menjadi 5 regional, 2 Anak Perusahaan Services, PT Badak NGL, serta perusahaan afiliasi.

This Sustainability Report contains statements regarding the Company's economic, environmental, social, and governance performance, as well as its strategies, some of which may be classified as forward-looking statements. Forward-looking statements involve risks and uncertainties and may result in actual developments differing materially from those described in this report. The forward-looking statements in this Sustainability Report are based on various assumptions regarding the Company's current and future conditions, as well as the business environment in which the Company operates. The Company does not guarantee that actual results will meet expectations. All numbers in the tables and graphs are written using Indonesian notation. The terms "Company," "Corporation," and "PHE Upstream Subholding" refer to PT Pertamina Hulu Energi and all upstream oil and gas subsidiaries, which are divided into 5 regions, 2 Subsidiaries Services, PT Badak NGL, and affiliated companies.



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Laporan Keberlanjutan ini dapat dilihat dan diunduh di situs web resmi PHE:
This Sustainability Report can be viewed and downloaded on PHE's official website:

phe.pertamina.com

Ikhtisar Kinerja Keberlanjutan

Sustainability Performance Overview



Kinerja Ekonomi

Economic Performance [OJK B.1]



Kinerja Produksi dan Lifting Migas

Oil and Gas Production and Lifting Performance

Produksi Migas

Oil and Gas Production

2025
1.031,84 MBOEPD

2024	2023
1.044,60	1.043,73

Lifting Migas

Oil and Gas Lifting

2025
896,59 MBOEPD

2024	2023
900,45	905,40



Perolehan Pendapatan dan Laba Usaha

Revenue and Operating Profit

Pendapatan Usaha

Revenue

2025
13.819,62 Juta USD
USD Million

2024	2023
14.330,34	14.568,38

Labas (Rugi)

Profit (Loss)

2025
2.175,49 Juta USD
USD Million

2024	2023
3.121,04	2.725,54



Pelibatan Pihak Lokal

Local Party Involvement

Nilai Kontrak Pengadaan untuk Pemasok Lokal

Procurement Contract Value for Local Suppliers

2025
5.340,28 Juta USD
USD Million

2024	2023
7.051,68	6.312,96

Persentase Pemasok Lokal

Percentage of Local Suppliers

2025
99,87%

2024	2023
99,86%	99,92%

Produk PHE adalah minyak mentah dan gas bumi, yang tidak termasuk produk ramah lingkungan. PHE's products are crude oil and natural gas, which do not include environmentally friendly products.



Kinerja Lingkungan Environment Performance [OJK B.2]



Penggunaan Energi Energy Use

Total Konsumsi Energi Tak Terbarukan Total Non-Renewable Energy Consumption

2025
175.950,00 TerraJoule (TJ)

2024	2023
183.854,46*	193.026,06*

Penghematan Energi Energy Savings

2025
24.210,62 TerraJoule (TJ)

2024	2023
15.960,39	13.993,42

Intensitas Konsumsi Energi Energy Consumption Intensity

2025
0,51 GJ/BOE

2024	2023
0,52*	0,50*

Penggunaan Energi Terbarukan Renewable Energy Use

2025
6,55%

2024	2023
6,15%	5,19%

Keterangan | Notes:

1) Intensitas energi dihitung untuk Subholding Upstream, tanpa Badak NGL, PT PDSI dan PT Elnusa Tbk dengan menggunakan *Gross Up Production*. Terdapat perbedaan jumlah angka produksi pada Tahun 2024 dan 2023 karena telah mengurangi angka produksi dari perusahaan/aset yang dilepas. GHG energy intensity is calculated for the Upstream Subholding, excluding Badak NGL, PT PDSI, and PT Elnusa Tbk, using *Gross Up Production*. Differences in production figures for 2024 and 2023 reflect adjustments to exclude production from divested companies/assets.

*) Penyajian kembali perhitungan energi akibat penyesuaian satuan perhitungan emisi di area Subholding Upstream.
Restatement of energy calculations due to adjustments in the emission calculation units in the Upstream Subholding area.



Pengambilan dan Pemakaian Air Water Withdrawal and Consumption

Total Pengambilan Air Total Water Withdrawal

2025
721.881,51 Megaliter
Megaliters

2024	2023
26.840,41	25.307,08

Intensitas Pengambilan Air Water Withdrawal Intensity

2025
2,672 m³/BOE

2024	2023
0,097	0,088

Total Konsumsi Air Total Water Consumption

2025
11.392,55 Megaliter
Megaliters

2024	2023
11.354,97	11.912,65

Intensitas Konsumsi Air Water Consumption Intensity

2025
0,042 m³/BOE

2024	2023
0,041	0,041

Keterangan | Note:

1) Intensitas pengambilan dan konsumsi air dihitung untuk Subholding Upstream, tanpa Badak NGL, PT PDSI dan PT Elnusa Tbk dengan menggunakan *Gross Up Production*.
The intensity of water withdrawal and consumption is calculated for the Upstream Subholding, excluding Badak NGL, PT PDSI, and PT Elnusa Tbk, using *Gross Up Production* as the calculation basis.



Reduksi dan Intensitas Emisi

Emissions Reduction and Intensity

Total Beban Emisi

Total Emissions

2025

15.437,66 Ribu Ton CO₂eq
Thousand Tons CO₂eq

2024

16.340,05*

2023

15.350,76*

Intensitas Emisi GRK Cakupan 1 & Cakupan 2

GHG Emission Intensity for Scope 1 & Scope 2

2025

0,049 Ton CO₂eq/BOE.
Tons CO₂eq/BOE.

2024

0,050*

2023

0,043*

Absolut Reduksi Emisi

Absolute Emission Reduction

2025

1.619,56 Ribu Ton CO₂eq
Thousand Tons CO₂eq

2024

1.186,87

2023

872,50

2025

10,49%

2024

7,2%

2023

5,68%

Keterangan | Note:

*) Penyajian kembali perhitungan emisi akibat penyesuaian satuan perhitungan emisi di area Subholding Upstream.
Restatement of emission calculations due to adjustments in emission calculation units within the Upstream Subholding area.



Timbulan dan Reduksi Limbah

Waste Generated and Reduction

Total Timbulan Limbah B3

Total Waste Generation B3

2025

163.127,14 Ton
Tons

2024

175.144,45

2023

209.622,78

Total Timbulan Limbah Non-B3

Total Waste Generation Non-B3

2025

18.854,52 Ton
Tons

2024

15.569,27

2023

13.887,49

Reduksi Limbah B3

Hazardous Waste Reduction

2025

21.429,94 Ton
Tons

2024

0

2023

0

Reduksi Limbah Non-B3

Reduction of Non-Hazardous Waste

2025

105,04 Ton
Tons

2024

121,22

2023

201,33

2025

13,14%

2024

0%

2023

0%

2025

0,56%

2024

0,78%

2023

1,45%

Keterangan | Note:

- 1) Reduksi limbah dihitung sebagai perbandingan volume timbulan limbah pada periode pelaporan dengan periode sebelumnya.
Waste reduction is calculated as the ratio of waste generation volume during the reporting period to that of the previous period.
- 2) Reduksi limbah merupakan hasil akumulasi reduksi dari pelaksanaan berbagai program efisiensi limbah yang diterapkan di masing-masing wilayah kerja.
The waste reduction was the cumulative result of various waste efficiency programs implemented across the Company's operating areas.



Konservasi Keanekaragaman Hayati
Biodiversity Conservation

Luas Area Konservasi
Conservation Area Size

2025
90.726,16 Ha

2024	2023
91.760,64	18.568,48

Jumlah Program Konservasi Terancam Punah
Number of Endangered Species Conservation Programs

2025
74 Program

2024	2023
11	9

Jumlah Spesies Fauna Dilindungi di Program Konservasi
Number of Protected Fauna Species in the Conservation Program

2025
215 Spesies

2024	2023
227	157

Jumlah Spesies Flora Dilindungi di Program Konservasi
Number of Protected Plant Species in the Conservation Program

2025
483 Spesies

2024	2023
407	187



Biaya Pengelolaan Lingkungan
Environmental Management Costs [QJK F.4]

2025
1.071,40 Rp Miliar
Rp Billion

2024	2023
1.135,98	1.134,43





Kinerja Sosial [OJK B.3]
Social Performance



Pengelolaan Keselamatan dan Kesehatan Kerja
Occupational Health and Safety Management

Jam Kerja Selamat
Safe Working Hours

2025
7 Juta Jam
Million Hours

2024	2023
43	57

Total Recordable Incident Rate (TRIR)
Total Recordable Incident Rate (TRIR)

2025
0,12

2024	2023
0,09	0,14

Fatal Accident Rate (FAR)
Fatal Accident Rate (FAR)

2025
7

2024	2023
1	3

Jumlah Kasus Insiden
Total Incident Cases

2025
38 Kasus
Cases

2024	2023
31	47

Lost Time Incident (LTI)
Lost Time Incident (LTI)

2025
6

2024	2023
9	5

Keterangan | Note:

- 1) TRIR dan LTIR dihitung per 1 Juta Jam Kerja; FAR dihitung per 100 Juta Jam Kerja.
TRIR and LTIR are calculated per 1 million working hours; FAR is calculated per 100 million working hours.
- 2) Jumlah kasus insiden meliputi fatalitas, LTI, RWDC, dan MTC.
Total incident cases include fatality, LTI, RWDC, and MTC.





Ketenagakerjaan Employment

Jumlah Pekerja Number of Workers

2025
14.211 Orang
People

2024	2023
14.091*	14.106*

Tingkat Perputaran Pekerja Employee Turnover Rate

2025
0,73%

2024	2023
1,81%	2,76%

Rerata Jam Pelatihan Pekerja Average Employee Training Hours

2025
91,58* Jam
Hours

2024	2023
34,77	37,21

Tingkat Keterikatan Pekerja Employee Engagement Level

2025
85,80 Skala 1-100
Scale 1-100

2024	2023
81,43	83,58

Tingkat Kepuasan Pekerja Employee Satisfaction Level

2025
4,42 Skor 1-5
Score 1-5

2024	2023
4,41	4,31

Keterangan | Note:

*) Penyajian kembali karena adanya perubahan cakupan data.
Restated due to changes in data scope.



Investasi Tanggung Jawab Sosial dan Lingkungan Social and Environmental Responsibility Investments

Total Investasi Total Investment

2025
534,23 Rp Miliar
Rp Billion

2024	2023
347,54	221,11

Indeks Kepuasan Masyarakat Public Satisfaction Index

2025
88,43 % Skor 1-100%
Score 1-100%

Sangat baik
Very good

2024	2023
89,58% Sangat baik Very good	86,29% Sangat baik Very good



Kinerja Tata Kelola
Governance Performance



Kepatuhan
Compliance

ESG Rating

2025
BBB

2024 BBB	2023 21,5 (Medium Risk)
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Keterangan | Note:
1) Penilaian ESG Perseroan 2025-2024 menggunakan MSCI, sedangkan 2023 menggunakan Sustainalytics. The Company's ESG assessment for 2025-2024 uses MSCI, while 2023 uses Sustainalytics.

Asesmen GCG
GCG Assessment

2025
86,87 Skor
Sangat baik
Very good

2024 86,29 Sangat Baik Very Good	2023 85,91 Sangat Baik Very Good
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Persentase Realisasi Tingkat Komponen dalam Negeri (TKDN)
Percentage of Domestic Component Level (TKDN) Achievement

2025
63,98%

2024 61,06%	2023 60,19%
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Persentase Laporan Harta Kekayaan Penyelenggara Negara (LHKPN)
Percentage of State Officials' Asset Disclosure Reports (LHKPN)

2025
100%

2024 100%	2023 100%
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PROPER

Emas
Gold
2025
1

2024	2023
12	12

Hijau
Green
2025
26

2024	2023
19	19

Penjelasan Direksi

Message from the Board of Director [OJK D.1]



PT Pertamina Hulu Energi (PHE) terus memperkuat ketahanan energi nasional melalui pengelolaan bisnis hulu migas yang berkelanjutan, aman, dan bertanggung jawab. Melalui penerapan prinsip ESG, penguatan budaya keselamatan, serta pengembangan bisnis rendah karbon dan inovasi operasional, PHE berkomitmen mendukung transisi energi menuju masa depan yang lebih hijau dan berkelanjutan dengan strategi pertumbuhan ganda.

PT Pertamina Hulu Energi (PHE) continues to strengthen national energy security through sustainable, safe, and responsible management of its upstream oil and gas business. By implementing ESG principles, strengthening its safety culture, and developing low-carbon business initiatives and operational innovations, PHE is committed to supporting the energy transition toward a greener and more sustainable future through a dual growth strategy.

AWANG LAZUARDI

Direktur Utama
President Director



Para Pemangku Kepentingan Yang Terhormat,

Situasi geopolitik di Timur Tengah dalam kondisi sangat dinamis pada saat kami menyusun laporan keberlanjutan ini. Gejolak yang timbul di salah satu sumber energi dunia, langsung memantik gangguan rantai pasok energi global sehingga mendorong kekhawatiran kenaikan harga. Hal ini mendorong banyak negara, termasuk Indonesia menyadari pentingnya menjaga ketahanan energi, terutama dari sumber energi fosil yang saat ini masih diandalkan, meski dunia melangkah menuju transformasi energi dengan transisi ke energi baru terbarukan (EBT).

PT Pertamina Hulu Energi Subholding Upstream (PHE) menyadari peran strategis dalam rantai nilai energi nasional, guna mendukung ketahanan energi Indonesia. Kami berupaya memasok energi dalam bentuk minyak mentah dan gas bumi (migas) sesuai kebutuhan. Tentu saja upaya yang dilakukan dengan kesungguhan menciptakan nilai jangka panjang melalui operasional ramah lingkungan, disertai pemenuhan tanggung jawab sosial yang inklusif, serta dilandasi tata kelola yang transparan dan akuntabel.

Kesungguhan PHE menerapkan efisiensi dalam mengelola lingkungan, sosial dan tata kelola (LST), telah mampu menurunkan tingkat risiko keberlanjutan. Berdasarkan asesmen yang dilakukan MSCI ESG Research UK Limited pada 23 September - 13 November 2025, PHE meraih Provisional ESG Rating BBB. Asesmen MSCI mencakup tujuh kunci isu seperti emisi karbon, keanekaragaman hayati, limbah berbahaya, keselamatan kerja, hubungan komunitas, perilaku perusahaan, dan tata kelola.

Kebijakan untuk Merespons Tantangan [OJK E.5]

Sepanjang 2025 sektor hulu migas menghadapi berbagai tantangan. Kebijakan transisi energi dan peningkatan regulasi lingkungan, menuntut PHE lebih adaptif dan inovatif menjalankan bisnis. Salah satu fokus penerapan adaptasi ini adalah kesungguhan kami menjadikan keselamatan sebagai tanggung jawab bersama sebagai salah satu prinsip keberlanjutan. Melalui fokus tersebut, PHE bersama seluruh pemangku kepentingan terus menjaga kegiatan operasional yang aman, sehat, dan nyaman. Upaya ini mencerminkan perjalanan PHE menghadapi tantangan industri energi, memanfaatkan peluang, serta mengakselerasi transisi energi menuju masa depan yang lebih hijau. Kami memastikan seluruh proses bisnis dijalankan tidak hanya menjamin pasokan energi dan berkontribusi pada pertumbuhan ekonomi nasional, tetapi juga memberikan dampak positif bagi lingkungan dan masyarakat, termasuk memastikan keselamatan bersama.

Langkah yang dilakukan dalam mendorong pentingnya keselamatan adalah melaksanakan Program Full Cycle Observation (FCO), sebagai langkah strategis untuk meningkatkan kinerja keselamatan dengan menekan angka insiden, menghilangkan potensi bahaya berulang, serta memperkuat budaya disiplin dan tanggung jawab di lingkungan kerja. Program FCO merupakan kegiatan observasi menyeluruh terhadap seluruh siklus operasi *drilling & well intervention* (DWI), mencakup aktivitas rig (*move in, rig up, operasi, rig down, hingga move out*), aktivitas *rigless*, serta fasilitas operasi DWI, yang dilakukan oleh pengamat eksternal dari fungsi DWI, HSSE, dan lintas Regional/Zona sebagai perspektif independen. Observasi ini dapat dilakukan selama minimal satu *shift crew* atau *sequence* operasi. Penerapan FCO berkontribusi menurunkan risiko terhentinya operasi (*non productive time*), menjaga semangat dan kepercayaan diri tim kerja, serta mendukung kelancaran produksi.

Dear Valued Stakeholders,

The dynamic of geopolitical situation in the Middle East remained high at the time this Sustainability Report was prepared. The disruptions occurring in one of the world's major energy-producing regions immediately triggered disturbances in the global energy supply chain, raising concerns over potential price hikes. This situation has prompted many countries, including Indonesia, to recognize the importance of maintaining energy security, particularly from fossil energy sources which continue to play a vital role today, even as the world advances toward energy transformation through the transition to new and renewable energy (NRE).

PT Pertamina Hulu Energi (PHE), as the Upstream Subholding of Pertamina, recognizes its strategic role within the national energy value chain in supporting Indonesia's energy security. We remain committed to supplying energy in the form of crude oil and natural gas in line with national demand. These efforts are carried out with a strong commitment to creating long-term value through environmentally responsible operations, the fulfillment of inclusive social responsibilities, and the implementation of transparent and accountable governance practices.

PHE's strong commitment to implementing efficiency in environmental, social, and governance (ESG) management managed to reduce sustainability risks. Based on an assessment conducted by MSCI ESG Research UK Limited from September 23 to November 13, 2025, PHE obtained a Provisional ESG Rating of BBB. The MSCI assessment covered seven key issues, namely carbon emissions, biodiversity, hazardous waste, occupational safety, community relations, corporate behavior, and governance.

Policies in Responding to Challenges [OJK E.5]

Throughout 2025, the upstream oil and gas sector faced various challenges. Energy transition policies and increasingly stringent environmental regulations required PT Pertamina Hulu Energi (PHE) to become more adaptive and innovative in conducting its business operations. One of the key focuses of this adaptation was the Company's strong commitment to positioning safety as a shared responsibility and as one of the core principles of sustainability. Through this commitment, PHE and all stakeholders continuously maintained operational activities that are safe, healthy, and conducive. These efforts reflect PHE's journey in addressing challenges within the energy industry, seizing opportunities, and accelerating the energy transition toward a greener future. We ensure that all business processes are carried out not only to secure energy supply and contribute to national economic growth, but also to generate positive impacts for the environment and society, including ensuring collective safety.

As part of efforts to strengthen the importance of safety, PHE implemented the Full Cycle Observation (FCO) Program as a strategic initiative to improve safety performance by reducing incident rates, eliminating recurring potential hazards, and reinforcing a culture of discipline and accountability in the workplace. The FCO Program consists of comprehensive observations across the entire drilling and well intervention (DWI) operational cycle, covering rig activities (*move in, rig up, operations, rig down, and move out*), *rigless* activities, as well as DWI operational facilities. These observations are conducted by external observers from DWI, HSSE, and cross Regional/Zone functions to provide an independent perspective. The observations may be carried out for a minimum duration of one crew shift or one operational sequence. The implementation of FCO contributes to reducing the risk of operational disruptions (*non-productive time*), maintaining team morale and confidence, and supporting smooth production activities.

Penerapan dan Capaian Kinerja Keberlanjutan

Keselamatan menjadi hal sangat penting bagi PHE yang bergerak di sektor hulu migas. Kesungguhan menerapkan keselamatan selama 2025, telah mengurangi risiko terhadap terjadinya kecelakaan kerja. Hal ini dapat dilihat dari jam kerja selamat (*safe man hours*) sebesar 7.036.104 jam dengan total tenaga kerja 126.255 orang per hari dan jam kerja sebanyak 322.627.734 jam. Sementara untuk keselamatan proses, berbagai langkah yang dilakukan PHE telah mampu mengendalikan keselamatan proses, yang ditandai dengan pencapaian *Process Safety Event* (PSE) Rate sebesar 0,02 pada *Tier 1* dan 0,06 pada *Tier 2*.

Pencapaian tersebut meneguhkan langkah kami memastikan keselamatan sebagai tanggung jawab bersama, meski di sisi lain ada berbagai hal yang harus diperbaiki bersama. Salah satunya adalah kecelakaan fatalitas yang menimpa pekerja mitra kerja akibat kegagalan struktur rig, tertimpa alat, dan terjatuh dari rig. Kami telah menindaklanjuti kecelakaan kerja tersebut, dengan melakukan investigasi dan perbaikan fundamental sebagai upaya pencegahan. PHE juga memastikan semua mitra kerja terutama untuk kontrak kerja dengan klasifikasi risiko tinggi dan risiko menengah, telah mematuhi klausul *socio-economic exhibit*, sejalan dengan langkah kami mengadopsi Kebijakan Sosial untuk Pemasok dan Kontraktor PT Pertamina (Persero). Secara berkala kami mengevaluasi mitra kerja terkait persyaratan aspek HSSE, dan dilaksanakan sesuai TKO Pengelolaan CSMS No. B8-004/PHE04000/2021-S9 Rev.1.

Hingga akhir Desember 2025, PHE mencatat produksi minyak dan gas bumi 1,03 juta barel setara minyak per hari (MMBOEPD), berkurang dari 2024 sebesar 1,04 juta MMBOEPD. Produksi tersebut terdiri atas minyak 555,92 ribu barel per hari (MBOPD), naik dari 2024 yang mencapai 555,69 MBOPD; sementara produksi gas bumi 2,76 miliar standar kaki kubik per hari, turun dari 2024 sebesar 2,83 miliar standar kaki kubik per hari.

Demikian juga untuk kinerja yang lain. Selama 2025 PHE merealisasikan pemboran eksploitasi 887 sumur, *workover* 1.288 sumur, serta pelaksanaan *well service* 37.266 pekerjaan. Di sektor eksplorasi, PHE menjalankan survei seismik 2D sepanjang 2.931 kilometer dan seismik 3D seluas 855 kilometer persegi, serta melakukan pemboran eksplorasi pada 20 sumur. Dari sisi sumber daya dan cadangan, PHE mencatatkan penemuan sumber daya migas 2C sebesar 1.097 juta barel setara minyak (MMBOE), sementara penambahan cadangan terbukti (1P) sebesar 314 juta barel setara minyak (MMBOE).

PHE juga berhasil menekan laju penurunan produksi di lapangan tua dengan menerapkan teknologi *Multistage Fracturing* (MSF) pada sumur KB525 dan KB570 di Wilayah Kerja Rokan. Terobosan ini menjadikan Pertamina sebagai pionir penerapan teknologi MSF di Indonesia. Keberhasilan kinerja tersebut turut didukung sejumlah proyek strategis yang sudah *onstream* pada 2025, di antaranya Proyek Sisi Nubi *Area of Interest* 1-3-5 yang dikelola Pertamina Hulu Mahakam, Proyek CEOR Lapangan Minas Area A Stage-1 oleh Pertamina Hulu Rokan, serta proyek Lapangan Gas Senoro Selatan yang dikelola PHE Tomori Zona 13 Regional 4.

Sustainability Implementation and Performance Achievements

Safety remains a top priority for PT Pertamina Hulu Energi (PHE) as a company operating in the upstream oil and gas sector. The Company's strong commitment to safety implementation throughout 2025 contributed to reducing the risk of occupational accidents. This achievement is reflected in the achievement of 7,036,104 safe man hours, with a total workforce of 126,255 personnel per day and a total of 322,627,734 working hours. In terms of process safety, the various initiatives implemented by PHE successfully strengthened process safety management, as indicated by the achievement of a Process Safety Event (PSE) Rate of 0.02 for Tier 1 and 0.06 for Tier 2.

These achievements reaffirm our commitment to ensuring safety as a shared responsibility, while acknowledging that there are still areas requiring continuous improvement. Some major incidents during the year were fatal accidents involving contractor workers caused by rig structural failure, being struck by equipment, and falls from rigs. PHE followed up on these work accidents by conducting investigations and implementing fundamental corrective actions as preventive measures. PHE also ensured that all contractors, particularly those engaged under high-risk and medium-risk contract classifications, complied with the socio-economic exhibit clauses, in line with the Company's adoption of the Social Policy for Suppliers and Contractors of PT Pertamina (Persero). The Company periodically evaluates contractors' compliance with HSSE requirements in accordance with CSMS Management Working Procedure No. B8-004/PHE04000/2021-S9 Rev.1.

As of the end of December 2025, PHE recorded oil and gas production of 1.03 million barrels of oil equivalent per day (MMBOEPD), slightly lower than the 1.04 MMBOEPD achieved in 2024. This production consisted of oil output of 555.92 thousand barrels of oil per day (MBOPD), an increase from 555.69 MBOPD in 2024, while natural gas production reached 2.76 billion standard cubic feet per day, declining from 2.83 billion standard cubic feet per day in 2024.

Similarly, other operational performances also demonstrated positive achievements. Throughout 2025, PHE completed 887 exploitation wells, 1,288 workover wells, and 37,266 well services. In the exploration sector, PHE conducted 2D seismic surveys spanning 2,931 kilometers and 3D seismic surveys covering 855 square kilometers, in addition to drilling 20 exploration wells. From the resources and reserves perspective, PHE recorded 2C oil and gas resource discoveries amounting to 1,097 million barrels of oil equivalent (MMBOE), while proven reserves (1P) additions reached 314 million barrels of oil equivalent (MMBOE).

PHE also successfully reduced the production decline rate in mature fields through the implementation of Multistage Fracturing (MSF) technology in KB525 and KB570 wells within the Rokan Working Area. This breakthrough positioned Pertamina as a pioneer in the application of MSF technology in Indonesia. These operational achievements were further supported by several strategic projects that came onstream in 2025, including the Sisi Nubi *Area of Interest* 1-3-5 Project managed by Pertamina Hulu Mahakam, the Minas Field CEOR Area A Stage-1 Project operated by Pertamina Hulu Rokan, and the South Senoro Gas Field Project managed by PHE Tomori Zone 13 Regional 4.

Pada pengelolaan lingkungan, PT Pertamina Hulu Energi (PHE) memperoleh 1 PROPER Emas dan 26 PROPER Hijau. Sejalan Kebijakan Keberlanjutan, PHE melakukan adaptasi terhadap perubahan iklim dengan mengintegrasikannya ke dalam strategi bisnis dan operasional perusahaan. Kami berinvestasi dalam EBT, efisiensi energi, pengembangan infrastruktur yang lebih tahan terhadap perubahan iklim, mengembangkan sistem peringatan dini, memasang stasiun cuaca, serta menyusun rencana evakuasi bagi karyawan guna memastikan respons yang cepat dan efektif terhadap kondisi darurat. Secara keseluruhan nilai investasi untuk adaptasi PHE terhadap perubahan iklim di tahun 2025 mencapai USD202,9 juta atau 82,41% dari total investasi. [CCE-2.C2]

Salah satu fokus PHE dalam pengendalian iklim adalah pengelolaan emisi GRK. Jumlah emisi GRK 2025 untuk Cakupan 1 mencapai 13.227.430,40 juta ton CO₂eq. Jumlah emisi GRK 2025 untuk Cakupan 2 mencapai 2.210.232,25 ton CO₂eq. Reduksi emisi 2025 mencapai 1.619.563,58 ton CO₂eq.

Pada pengelolaan sosial, kesungguhan PHE menerapkan keselamatan sebagai tanggung jawab bersama, juga mendukung terciptanya sumber daya manusia (SDM) unggul. Total jumlah jam pembelajaran mencapai 1.301.410 jam, dengan rerata 91,58 jam pembelajaran per karyawan. PHE mengalokasikan biaya pengembangan dan pelatihan sebesar Rp202,6 miliar di tahun 2025, lebih besar dari realisasi 2024 yang mencapai Rp189,44 miliar. Kami juga memberikan cuti khusus dan beasiswa bagi 42 Perwira PHE yang menjalani tugas belajar untuk sekolah lanjutan (S2/S3), disertai jaminan bekerja kembali.

Kami juga memastikan, penerapan keselamatan sebagai tanggung jawab bersama akan turut mendukung program/kegiatan pengembangan dan pemberdayaan masyarakat (PPM). Realisasi biaya investasi sosial tahun 2025 mencapai USD33,38 juta. Jumlah tersebut meningkat USD10,22 juta atau 44,13% dari realisasi tahun 2024 yang mencapai USD23,16 juta.

Salah satu program unggulan PPM adalah Desa Energi Berdikari (DEB) yang mendukung ketersediaan akses masyarakat terhadap energi ramah lingkungan, terjangkau, dan berkelanjutan, sehingga dapat mendorong peningkatan ekonomi masyarakat. Pada 2025, sumber EBT yang dikembangkan meliputi pemanfaatan pembangkit listrik tenaga surya (PLTS) di 49 lokasi dengan total kapasitas mencapai 300,62 kWp. Selain itu, pemanfaatan biogas telah dikembangkan di 4 lokasi dengan total kapasitas 285 m³, serta pemanfaatan gas metana dengan total kapasitas 820.800 m³. Program DEB juga berpotensi mereduksi emisi mencapai 296.813 ton CO₂eq per tahun. Manfaat lain dari Program DEB sepanjang 2025 adalah memberikan penghematan ekonomi lebih dari Rp1,14 miliar per tahun bagi masyarakat.

Pada penerapan tata kelola, kesungguhan dalam menerapkan keselamatan sebagai tanggung jawab bersama, telah dapat meningkatkan tata kelola organisasi yang bersih, transparan, dan berintegritas dalam mendukung proses bisnis yang bebas dari korupsi, kolusi, dan nepotisme (KKN). Perusahaan memiliki kesungguhan kuat mencegah kecurangan, gratifikasi, dan penyuapan, yang dilaksanakan dengan menerapkan Sistem Manajemen Anti Penyuapan (SMAP) sesuai standar SNI ISO 37001:2016, sebagai panduan bagi seluruh anak perusahaan PHE. Hingga akhir 2025, 8 anak perusahaan telah memperoleh sertifikasi ISO 37001:2016 SMAP, dengan cakupan seluruh fungsi operasional.

In environmental management, PT Pertamina Hulu Energi (PHE) achieved 1 Gold PROPER and 26 Green PROPER ratings. In line with its Sustainability Policy, PHE has undertaken climate change adaptation measures by integrating them into the Company's business and operational strategies. The Company invests in NRE, energy efficiency, the development of climate-resilient infrastructure, early warning systems, weather station installations, and evacuation plans for employees to ensure rapid and effective responses to emergency situations. Overall, PHE's climate adaptation investment in 2025 reached USD202.9 million, representing 82.41% of total investment. [CCE-2.C2]

One of PHE's key focuses in climate management is greenhouse gas (GHG) emissions management. In 2025, Scope 1 GHG emissions amounted to 13,227,430.40 tons of CO₂eq, while Scope 2 GHG emissions reached 2,210,232.25 tons of CO₂eq. Meanwhile, total emissions reduction in 2025 amounted to 1,619,563.58 tons of CO₂eq.

In social management, PHE's commitment to positioning safety as a shared responsibility also supported the development of superior human capital. Total learning hours reached 1,301,410 hours, with an average of 91.58 learning hours per employee. PHE allocated Rp202.6 billion for development and training programs in 2025, higher than the Rp189.44 billion realized in 2024. The Company also provided special leave and scholarships for 42 PHE personnel pursuing postgraduate studies (Master's and Doctoral degrees), accompanied by return to work guarantees upon completion of their studies.

We also ensure that the implementation of safety as a shared responsibility contributes to the success of community development and empowerment programs (PPM). The realization of social investment expenditure in 2025 reached USD33.38 million. This amount increased by USD10.22 million, or 44.13%, compared to the 2024 realization of USD23.16 million.

One of the flagship PPM programs is the Desa Energi Berdikari (DEB) Program, which supports community access to environmentally friendly, affordable, and sustainable energy, while also contributing to local economic development. In 2025, renewable energy sources developed under the program included solar power plants (PLTS) across 49 locations with a total installed capacity of 300.62 kWp. In addition, biogas utilization was developed at four locations with a total capacity of 285 m³, while methane gas utilization reached a total capacity of 820,800 m³. The DEB Program also has the potential to reduce emissions by up to 296,813 tons of CO₂eq annually. Another benefit generated by the DEB Program throughout 2025 was economic savings for communities amounting to more than Rp1.14 billion per year.

In governance implementation, the Company's commitment to positioning safety as a shared responsibility has also strengthened clean, transparent, and integrity-driven organizational governance in support of business processes free from corruption, collusion, and nepotism (KKN). The Company maintains a strong commitment to preventing fraud, gratuities, and bribery through the implementation of an Anti-Bribery Management System (ABMS) in accordance with SNI ISO 37001:2016, which serves as guidance for all PHE subsidiaries. As of the end of 2025, 8 subsidiaries had obtained ISO 37001:2016 ABMS certification covering all operational functions.

Penerapan tata kelola juga mendukung capaian PHE dalam *cost optimization* USD635 juta sepanjang 2025. Capaian ini merupakan hasil dari penguatan efisiensi biaya di seluruh wilayah operasi, dengan tetap mengedepankan aspek keselamatan, kepatuhan, dan keberlanjutan. Pencapaian tersebut ditopang penguatan Program Optimus, yaitu program internal Subholding Upstream untuk membangun budaya efisiensi kerja sekaligus mendorong optimalisasi proses kerja. Sepanjang 2025, implementasi Program Optimus dijalankan melalui berbagai langkah strategis, mulai dari efisiensi kegiatan produksi dan transportasi, optimalisasi penggunaan fuel, peningkatan efektivitas pengadaan, hingga perbaikan proses bisnis dan sinergi lintas Regional dan Anak Perusahaan. Program ini juga mendorong penguatan komersialisasi dan pengembangan peluang yang berdampak pada peningkatan pendapatan.

Kami mendorong Insan PHE untuk terus melakukan inovasi dan pengembangan berkelanjutan, di antaranya melalui Forum Presentasi Upstream Innovation & Improvement Awards (UIIA) Tahun 2025. Ajang tahunan yang menjadi wadah apresiasi bagi insan-insan inovatif ini berhasil membawa gebrakan dan efisiensi nyata bagi perusahaan dengan total *value creation* yang dihasilkan hingga Rp3,7 triliun dan berkontribusi terhadap penurunan emisi karbon.

Pengelolaan lingkungan, sosial dan tata kelola, mendorong kinerja keuangan selama periode pelaporan. PHE mencatatkan Pendapatan Usaha pada 2025 sebesar USD13,8 miliar, menurun dari 2024 yang mencapai USD14,3 miliar. Adapun perolehan Laba Bersih selama 2025 mencapai USD2,2 miliar, menurun dari 2024 sebesar USD3,1 miliar.

Strategi Pencapaian Target

Berbagai capaian selama periode pelaporan tak terlepas dari strategi yang dijalankan PHE, yang tetap berbasis pada kesungguhan menjaga keselamatan sebagai tanggung jawab bersama. Langkah yang dijalankan mencakup efisiensi energi, pengembangan bisnis rendah karbon, proyek CCS/CCUS, keselamatan operasional, inovasi produk dan tata kelola keberlanjutan, yang mendukung ekspansi global dan akses ke pembiayaan hijau.

Sejalan dengan agenda transisi energi, PHE mengadopsi strategi pertumbuhan ganda (*dual growth strategy*), yakni memaksimalkan bisnis inti migas sekaligus membangun bisnis rendah karbon. Inisiatif yang dikembangkan antara lain CCS/CCUS, hidrogen geologi, serta program dekarbonisasi operasional. Menghadapi 2026 yang sangat dinamis dan penuh tantangan, PHE memperkuat operasi unggul untuk mendukung peningkatan produksi migas nasional, dan dilandasi pada strategi pertumbuhan ganda dengan tetap memaksimalkan bisnis hulu migas, sekaligus membangun fondasi bisnis rendah karbon.

Transisi energi tidak bisa menghilangkan peran migas secara instan. PHE menjadi tulang punggung dalam menjaga ketahanan energi nasional, terutama pada fase transisi menuju *Net Zero Emission* (NZE). Salah satu langkah strategis yang akan dijalankan pada beberapa tahun ke depan adalah berfokus pada pengelolaan proyek laut dalam (*deepwater*) dan pengembangan lapangan migas non-konvensional (MNK). Pengembangan *deepwater* diproyeksikan menjadi *new frontier* industri hulu migas, sementara pengembangan MNK dipandang sebagai peluang strategis untuk menjaga kesinambungan produksi nasional dalam jangka panjang.

The implementation of governance practices also supported PHE's achievement in cost optimization amounting to USD635 million throughout 2025. This achievement resulted from strengthened cost-efficiency measures across all operational areas while continuing to prioritize safety, compliance, and sustainability aspects. The achievement was further supported by the strengthening of the Optimus Program, an internal program of the Upstream Subholding aimed at fostering a culture of efficiency and encouraging the optimization of work processes. Throughout 2025, the Optimus Program was implemented through various strategic initiatives, ranging from production and transportation efficiency, optimization of fuel utilization, enhancement of procurement effectiveness, to business process improvements and synergy enhancement across Regional operations and Subsidiaries. The program also promoted stronger commercialization and opportunity development initiatives that contributed to revenue growth.

We continuously encourage PHE personnel to pursue innovation and sustainable development, including through the Upstream Innovation & Improvement Awards (UIIA) Presentation Forum 2025. This annual event, which serves as an appreciation platform for innovative employees, successfully generated breakthroughs and tangible efficiencies for the Company, with total value creation reaching Rp3.7 trillion while also contributing to carbon emissions reduction.

Environmental, social, and governance management drove the Company's financial performance during the reporting period. PHE recorded operating revenues of USD13.8 billion in 2025, lower than USD14.3 billion in 2024. Meanwhile, net profit in 2025 reached USD2.2 billion, declining from USD3.1 billion in 2024.

Strategy for Achieving Targets

The various achievements during the reporting period were the result of the strategies implemented by PHE, all of which were grounded in the Company's commitment to maintaining safety as a shared responsibility. These initiatives included energy efficiency, low-carbon business development, CCS/CCUS projects, operational safety, product innovation, and sustainability governance, which support global expansion and access to green financing.

In line with the energy transition agenda, PHE adopted a dual growth strategy, by maximizing its core oil and gas business while simultaneously building low-carbon businesses. The initiatives being developed include CCS/CCUS, geological hydrogen, and operational decarbonization programs. In facing the highly dynamic and challenging conditions of 2026, PHE continues to strengthen operational excellence to help increase of national oil and gas production, while remaining committed to its dual growth strategy by maximizing upstream oil and gas operations and at the same time building the foundation for low-carbon businesses.

The energy transition cannot instantly eliminate the role of oil and gas. PHE serves as a backbone in maintaining national energy security, particularly during the transition phase toward Net Zero Emission (NZE). One of the strategic initiatives to be pursued over the coming years is focusing on deepwater project management and the development of unconventional oil and gas fields (MNK). Deepwater development is projected to become a new frontier for the upstream oil and gas industry, while unconventional oil and gas development is regarded as a strategic opportunity to maintain the long-term sustainability of national production.

Kami juga akan terus melakukan inovasi dan pengembangan, sekaligus mendorong Perwira PHE menjadi insan-insan inovatif. Inovasi dan pengembangan meliputi teknologi ramah lingkungan, terobosan digitalisasi operasi, hingga inovasi bisnis yang membuka peluang pertumbuhan baru. Langkah strategis lain adalah mengoptimalkan peran Networked Collaboration for New Potential (NCNP) dalam menyelaraskan tantangan operasi dengan solusi teknologi yang relevan. Program NCNP diharapkan mampu menghadirkan nilai tambah signifikan, baik terhadap peningkatan produksi migas maupun kinerja finansial perusahaan.

Harapan dan Prospek Usaha

PHE menyambut baik kerja sama yang terbangun dengan seluruh pemangku kepentingan dalam memastikan terlaksana penerapan keselamatan sebagai tanggung jawab bersama, serta praktik-praktik keberlanjutan lainnya. Komitmen kami pada keselamatan akan terus dijalankan, mengingat tantangan yang dihadapi akan semakin kompleks dalam mengoptimalkan berbagai prospek usaha, di antaranya pemanfaatan migas, pengembangan bisnis, dan produk rendah karbon, serta peningkatan efisiensi energi di seluruh rantai bisnis.

Kami mengucapkan terima kasih kepada seluruh pemangku kepentingan atas dukungan, kerja sama, serta dedikasi dalam mengelola keputusan dan dampak operasional terhadap LST, serta keuangan Perseroan, terutama pengelolaan risiko mitigasi dan adaptasi perubahan iklim. Dengan dukungan segenap pemangku kepentingan, PHE siap melangkah menuju masa depan yang lebih hijau, inovatif, dan berkelanjutan, dan tetap menempatkan keselamatan bersama sebagai tanggung jawab utama.

We will also continue to pursue innovation and development while encouraging PHE personnel to become highly innovative individuals. These innovations and developments include environmentally friendly technologies, breakthroughs in operational digitalization, as well as business innovations that create new growth opportunities. Another strategic initiative is optimizing the role of the Networked Collaboration for New Potential (NCNP) program in aligning operational challenges with relevant technological solutions. The NCNP program is expected to generate significant added value, both in supporting oil and gas production growth and improving the Company's financial performance.

Expectations and Business Prospects

PHE welcomes the collaboration established with all stakeholders in ensuring the implementation of safety as a shared responsibility, along with other sustainability practices. We will continue to uphold our commitment to safety, particularly as the challenges ahead become increasingly complex in optimizing various business opportunities, including oil and gas utilization, low-carbon business and product development, as well as energy efficiency improvements across the entire business value chain.

We would like to express our gratitude to all stakeholders for their support, collaboration, and dedication in managing decisions and operational impacts related to ESG aspects, as well as the Company's financial performance, particularly in the management of climate change mitigation and adaptation risks. With the support of all stakeholders, PHE is ready to move toward a greener, more innovative, and sustainable future, while continuing to position collective safety as a primary responsibility.

Jakarta, 20 Mei 2026
Jakarta, May 20, 2026



Awang Lazuardi
Direktur Utama
President Director



Seppalga Ahmad
Komisaris
Commissioner

**Andika Pandu
Puragabaya**
Komisaris
Commissioner

Stella Christie
Komisaris
Commissioner

Wahyu Setyawan
Komisaris
Commissioner



Denny Januar Ali
Komisaris Utama merangkap
Komisaris Independen
President Commissioner concurrently
serving as Independent Commissioner

Nepos MT. Pakpahan
Komisaris
Commissioner

Muhammad Indra Budiman
Komisaris Independen
Independent Commissioner

Nanang Untung
Komisaris
Commissioner



Whisnu Bahriansyah
Direktur Manajemen Risiko
Director of Risk Management

Eri Sulisty Sutikno
Direktur SDM &
Penunjang Bisnis
Director of HC &
Corporate Services

Mery Luciwaty
Direktur Pengembangan
& Produksi
Director of Development
& Production

Bayu Kusuma Dewanto
Direktur Keuangan
Director of Finance



Awang Lazuardi
Direktur Utama
President Director

Muharram Jaya Panguriseng
Direktur Eksplorasi
Director of Exploration

Dannif Danusaputro
Direktur Investasi &
Pengembangan Bisnis
Director of Investment &
Business Development

Edi Karyanto
Direktur Perencanaan Strategis,
Portofolio, & Commercial
Director of Strategic Planning,
Portfolio & Commercial

Pernyataan Dewan Komisaris tentang Tanggung Jawab atas Laporan Keberlanjutan 2025 PT Pertamina Hulu Energi

Statement of the Board of Commissioners on Accountability of PT Pertamina Hulu Energi 2025 Sustainability Report

Kami yang bertanda tangan di bawah ini, menyatakan bahwa kami telah melakukan tugas pengawasan dan memberikan nasihat sesuai ketentuan perundang-undangan kepada Direksi sesuai tugas kami, dengan tujuan agar semua informasi dalam Laporan Keberlanjutan PT Pertamina Hulu Energi telah disampaikan secara lengkap. Dengan demikian, isi Laporan Keberlanjutan dapat dipertanggungjawabkan.

Demikian pernyataan ini dibuat dengan sebenarnya.

Jakarta, 20 Mei 2026

We, the undersigned, hereby certify that we have diligently carried out our supervisory duties and provided advice to the Board of Directors in accordance with the statutory provisions governing our duties. Our aim is to ensure that all information in the Sustainability Report of PT Pertamina Hulu Energi has been conveyed in its entirety. Consequently, the contents of the Sustainability Report can be accounted for.

This statement is made truthfully.

Jakarta, May 20, 2026

Denny Januar Ali

Komisaris Utama merangkap Komisaris Independen
President Commissioner concurrently serving as Independent Commissioner

Muhammad Indra Budiman

Komisaris Independen
Independent Commissioner

Stella Christie

Komisaris
Commissioner

Nanang Untung

Komisaris
Commissioner

Wahyu Setyawan

Komisaris
Commissioner

Nepos MT. Pakpahan

Komisaris
Commissioner

Andika Pandu Puragabaya

Komisaris
Commissioner

Pernyataan Direksi tentang Tanggung Jawab atas Laporan Keberlanjutan 2025 PT Pertamina Hulu Energi

Statement of the Board of Directors on Accountability of PT Pertamina Hulu Energi 2025 Sustainability Report

Sesuai prinsip tata kelola perusahaan yang baik dan Peraturan yang berlaku di Indonesia, PT Pertamina Hulu Energi menerbitkan Laporan Keberlanjutan 2025. Laporan menyajikan informasi Perusahaan mengenai kinerja keberlanjutan, penerapan tata kelola, pelaksanaan tanggung jawab sosial serta informasi lain yang relevan dan signifikan bagi pemangku kepentingan. Kami, segenap Direksi PT Pertamina Hulu Energi yang bertanda tangan di bawah ini menyatakan bertanggung jawab penuh atas kebenaran isi Laporan Keberlanjutan 2025 PT Pertamina Hulu Energi.

In accordance with good corporate governance principles and applicable regulations in Indonesia, PT Pertamina Hulu Energi publishes the 2025 Sustainability Report. The report presents the Company's information on its sustainability performance, the implementation of good corporate governance, corporate social responsibility, as well as other relevant and significant information to our stakeholders. We, the entire Board of Directors of PT Pertamina Hulu Energi who have signed below, hereby state our full responsibility for the validity of the content of PT Pertamina Hulu Energi 2025 Sustainability Report.

Demikian pernyataan ini dibuat dengan sebenarnya.

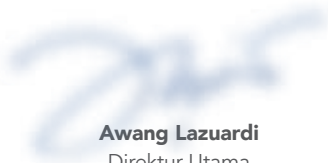
This statement is made truthfully.

Jakarta, 20 Mei 2026

Jakarta, May 20, 2026



Muharram Jaya Panguriseng
Direktur Eksplorasi
Director of Exploration




Awang Lazuardi
Direktur Utama
President Director



Dannif Danusaputro
Direktur Investasi & Pengembangan Bisnis
Director of Investment & Business Development



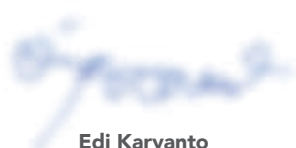
Whisnu Bahriansyah
Direktur Manajemen Risiko
Director of Risk Management



Mery Luciwaty
Direktur Pengembangan & Produksi
Director of Development & Production



Bayu Kusuma Dewanto
Direktur Keuangan
Director of Finance



Edi Karyanto
Direktur Perencanaan Strategis, Portofolio, & Commercial
Director of Strategic Planning, Portfolio & Commercial



Eri Sulisty Sutikno
Direktur SDM & Penujang Bisnis
Director of HC & Corporate Services

Profil PHE

PHE Profile [OJK C.2]



Nama Perusahaan [GRI 2-1]
Company Name

PT Pertamina Hulu Energi
Nama Lain | Other Name: **PHE**



Tanggal Didirikan
Date of Establishment

17 November 1989
November 17, 1989



Status Perusahaan [GRI 2-1]
Company Status

Perseroan Terbatas
Limited Liability Company



Dasar Hukum Pendirian
Legal Basis for Establishment

Akta No. 245 tanggal 17 November 1989
Deed No. 245 dated November 17, 1989



Alamat Kantor Pusat [OJK C.2] [GRI 2-1]
Head Office Address

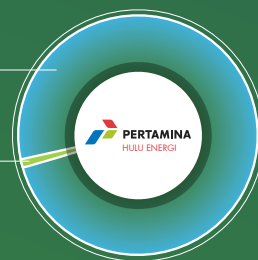
PHE Tower
Jl. TB. Simatupang Kav. 99
Jakarta Selatan 12520
Indonesia
Telepon | Phone: (62)21 - 2954 7000,
(62)21 - 2952 7086
Surel | Email: pcc135@pertamina.com



Kepemilikan Saham [OJK C.3] [GRI 2-1]
Shares Ownership

PT Pertamina (Persero)
99,9968%

PT Pertamina Pedeve Indonesia
0,0032%



Skala Usaha Business Scale [OJK C.3] [GRI 2-7]

Deskripsi Description	Satuan Unit	2025	2024	2023
Jumlah Pekerja Number of Workers				
Pekerja PHE PHE Employees	Orang People	13.255	13.086*	13.096*
Pekerja Lain Bukan PHE Other Non-PHE Workers		956	1.005	1.010
Produksi Migas Oil and Gas Production				
Produksi Migas Oil and Gas Production	MBOEPD	1.031,84	1.044,60	1.043,73
Pendapatan Usaha Operating Revenue				
Total Pendapatan Total Revenue	Juta USD Million USD	13.819,62	14.330,34	14.568,38
Laba Bersih Net Profit		2.175,49	3.121,03	2.725,54
Total Aset dan Total Kapitalisasi Total Assets and Total Capitalization				
Total Aset Total Assets	Juta USD Million USD	31.154,54	30.434,96	30.888,92
Total Kapitalisasi Total Market Capitalization		16.047,40	15.327,60	16.710,36
Total Liabilitas Total Liabilities		15.107,14	15.107,35	14.178,56
	Total Ekuitas Total Equity			

Keterangan | Notes:

- Pekerja PHE meliputi seluruh pekerja yang berasal dari dalam entitas Perseroan.
PHE employees include all employees originating from within the Company's entity.
- Pekerja Lain Bukan PHE meliputi tenaga kerja perbantuan yang berasal dari luar entitas Perseroan, namun tetap dalam cakupan PT Pertamina (Persero).
Non-PHE Employees include secondees from outside the Company's entity, but who remain within the scope of PT Pertamina (Persero).

*) Penyajian kembali karena adanya perubahan cakupan data.
Restated due to changes in the scope of data.

Jumlah dan Komposisi Pekerja [OJK C.3]

Pekerja PHE [GRI 2-7]

Seluruh pekerja PHE bekerja penuh waktu, dan tidak ada pekerja dengan jam kerja tidak pasti. Fluktuasi jumlah pekerja dipengaruhi oleh penempatan maupun penugasan khusus dari PT Pertamina (Persero).

Number and Composition of Employees [OJK C.3]

PHE Employees [GRI 2-7]

All PHE employees work full-time, and there are no employees with irregular working hours. Fluctuations in the number of employees are influenced by placements and special assignments from PT Pertamina (Persero).

Jumlah Karyawan Berdasarkan Gender

Number of Employees by Gender

Keterangan Description	2025		2024*		2023*	
	Jumlah Total	%	Jumlah Total	%	Jumlah Total	%
Pria Male	12.180	85,71	12.189	86,50	12.220	86,63
Wanita Female	2.031	14,29	1.902	13,50	1.886	13,37
Jumlah Total	14.211	100	14.091	100	14.106	100

Keterangan | Note:

*) Penyajian kembali data dilakukan akibat perubahan cakupan data yang disebabkan oleh perubahan klasifikasi jabatan.
Data restated due to changes in the data scope resulting from revisions to job classifications.

Jumlah Karyawan Berdasarkan Status Kepegawaian dan Gender

Number of Employees by Employment Status and Gender

Keterangan Description	2025			2024*			2023*		
	Pria Male	Wanita Female	Jumlah Total	Pria Male	Wanita Female	Jumlah Total	Pria Male	Wanita Female	Jumlah Total
PWTT	11.325	1.835	13.160	11.193	1.687	12.880	11.263	1.673	12.936
PWT	855	196	1.051	996	215	1.211	957	213	1.170
Jumlah Total	12.180	2.031	14.211	12.189	1.902	14.091	12.220	1.886	14.106

Keterangan | Notes:

- 1) Pekerja Waktu Tidak Tertentu (PWTT) adalah pekerja tetap.
PWTT are Permanent Employees.
- 2) Pekerja Waktu Tertentu (PWT) adalah pekerja tidak tetap.
PWT are Non-permanent Employees.

*) Penyajian kembali data dilakukan akibat perubahan cakupan data yang disebabkan oleh perubahan klasifikasi jabatan.
Data restated due to changes in the data scope resulting from revisions to job classifications.

Jumlah Karyawan Berdasarkan Status Kepegawaian dan Wilayah Kerja

Number of Employees by Employment Status and Work Region

Lokasi Penempatan Location	2025			2024*			2023		
	PWTT	PWT	Jumlah Total	PWTT	PWT	Total	PWTT	PWT	Total
Sumatra	3.373	187	3.560	3.252	298	3.550	3.387	309	3.696
Jawa Java	6.378	715	7.093	6.182	773	6.955	6.058	732	6.790
Bali	878	101	979	878	98	976	900	93	993
Kepulauan Nusa Tenggara Lesser Sunda Islands	13	9	22	13	6	19	10	8	18
Kalimantan	2.228	28	2.256	2.249	24	2.273	2.284	18	2.302
Sulawesi	109	5	114	109	7	116	104	5	109
Maluku	2	0	2	2	1	3	1	1	2
Papua	110	5	115	144	3	147	147	2	149
Internasional International	69	1	70	51	1	52	45	2	47
Jumlah Total	13.160	1.051	14.211	12.880	1.211	14.091	12.936	1.170	14.106

Keterangan | Notes:

- 1) Pekerja Waktu Tidak Tertentu (PWTT) adalah pekerja tetap.
PWTT are Permanent Employees.
- 2) Pekerja Waktu Tertentu (PWT) adalah pekerja tidak tetap.
PWT are Non-permanent Employees.

*) Penyajian kembali data dilakukan akibat perubahan cakupan data yang disebabkan oleh perubahan klasifikasi jabatan.
Data restated due to changes in the data scope resulting from revisions to job classifications.



Jumlah PWTT Berdasarkan Wilayah Kerja dan Gender

Number of PWTT by Work Region and Gender

Lokasi Penempatan Location	2025			2024			2023		
	Pria Male	Wanita Female	Jumlah Total	Pria Male	Wanita Female	Jumlah Total	Pria Male	Wanita Female	Jumlah Total
Sumatra	3.099	274	3.373	3.023	229	3.252	3.139	248	3.387
Jawa Java	5.033	1.345	6.378	4.918	1.264	6.182	4.829	1.229	6.058
Bali	2	0	2	2	0	2	1	0	1
Kepulauan Nusa Tenggara Lesser Sunda Islands	4	0	4	4	0	4	4	0	4
Kalimantan	2.900	204	3.104	2.942	183	3.125	2.996	187	3.183
Sulawesi	114	4	118	114	4	118	108	2	110
Maluku	2	0	2	2	0	2	1	0	1
Papua	105	5	110	138	6	144	142	5	147
Internasional International	66	3	69	50	1	51	43	2	45
Jumlah Total	11.325	1.835	13.160	11.193	1.687	12.880	11.263	1.673	12.936

Keterangan | Note:

- 1) Pekerja Waktu Tidak Tertentu (PWTT) adalah pekerja tetap.
PWTT are Permanent Employees.

Jumlah PWT Berdasarkan Wilayah Kerja dan Gender

Number of PWT by Work Region and Gender

Lokasi Penempatan Location	2025			2024			2023		
	Pria Male	Wanita Female	Jumlah Total	Pria Male	Wanita Female	Jumlah Total	Pria Male	Wanita Female	Jumlah Total
Sumatra	169	18	187	273	25	299	285	24	309
Jawa Java	552	163	715	591	182	773	551	181	732
Bali	0	0	0	0	0	0	0	0	0
Kepulauan Nusa Tenggara Lesser Sunda Islands	1	0	1	4	0	4	2	0	2
Kalimantan	115	14	129	114	8	122	103	8	111
Sulawesi	12	1	13	9	0	9	11	0	11
Maluku	0	0	0	1	0	1	1	0	1
Papua	5	0	5	3	0	3	2	0	2
Internasional International	1	0	1	1	0	1	2	0	2
Jumlah Total	855	196	1.051	996	215	1.211	957	213	1.170

Keterangan | Note:

- 1) Pekerja Waktu Tertentu (PWT) adalah pekerja tidak tetap.
PWT are Non-permanent Employees.

Jumlah Karyawan Berdasarkan Level Jabatan dan Gender

Number of Employees by Job Level and Gender

Level Jabatan Job Level	2025				2024*				2023			
	Pria Male	Wanita Female	Jumlah Total	%	Pria Male	Wanita Female	Jumlah Total	%	Pria Male	Wanita Female	Jumlah Total	%
Komisaris Board of Commissioners	72	13	85	0,60	69	13	82	0,58	63	11	74	0,52
Direktur Board of Directors	29	4	33	0,23	29	3	32	0,23	29	3	32	0,23
Vice President/General Manager/Setara Vice President/General Manager/Equivalent	130	22	152	1,07	127	22	149	1,06	120	19	139	0,99
Senior Manager/Manager/ Setara Senior Manager/Manager/ Equivalent	882	142	1.024	7,21	805	119	924	6,56	846	115	961	6,81
Senior Staff	3.336	646	3.982	28,02	3.173	592	3.765	26,72	3.120	553	3.673	26,04
Staff	3.069	599	3.668	25,81	3.187	651	3.838	27,24	2.944	625	3.569	25,30
Junior Staff	4.662	605	5.267	37,06	4.799	502	5.301	37,62	5.098	560	5.658	40,11
Jumlah Total	12.180	2.031	14.211	100,00	12.189	1.902	14.091	100,00	12.220	1.886	14.106	100,00

Keterangan | Note:

*) Penyajian data kembali karena adanya perubahan cakupan data.

Data restated due to changes in data coverage.

Jumlah Karyawan Berdasarkan Tingkat Pendidikan dan Gender

Number of Employees by Education Level and Gender

Tingkat Pendidikan Educational Level	2025				2024*				2023			
	Pria Male	Wanita Female	Jumlah Total	%	Pria Male	Wanita Female	Jumlah Total	%	Pria Male	Wanita Female	Jumlah Total	%
Doktor (S3) Doctorate (Ph.D.)	36	8	44	0,31	32	7	39	0,28	34	7	41	0,29
Pascasarjana (S2) Master's Degree (S2)	2.280	449	2.729	19,20	2.201	428	2.629	18,66	2.128	418	2.546	18,05
Sarjana (S1) Bachelor's Degree (S1)	6.018	1.334	7.352	51,73	6.021	1.251	7.272	51,61	5.951	1.232	7.183	50,92
Diploma IV Associate Degree IV	167	23	190	1,34	147	14	161	1,14	142	13	155	1,10
Diploma III Associate Degree III	1.359	168	1.527	10,75	1.344	141	1.485	10,54	1.370	149	1.519	10,77
Diploma I&II Diploma I & II	192	20	212	1,49	193	21	214	1,52	199	23	222	1,57
SMA High School	2.071	21	2.092	14,72	2.186	27	2.213	15,71	2.275	31	2.306	16,35
SMP Junior High School	1	0	1	0,01	5	0	5	0,04	7	0	7	0,05
SD Elementary School	2	0	2	0,01	5	0	5	0,04	6	0	6	0,04
Lainnya Others	54	8	62	0,44	55	13	68	0,48	108	13	121	0,86
Jumlah Total	12.180	2.031	14.211	100,00	12.189	1.902	14.091	100,00	12.220	1.886	14.106	100,00

Keterangan | Note:

*) Penyajian data kembali karena adanya perubahan cakupan data.

Data restated due to changes in data coverage.

Jumlah dan Persentase Karyawan Berdasarkan Kelompok Usia dan Gender

Number and Percentage of Employees by Age Group and Gender

Kelompok Usia Age Group	2025				2024*				2023*			
	Pria Male	Wanita Female	Jumlah Total	%	Pria Male	Wanita Female	Jumlah Total	%	Pria Male	Wanita Female	Jumlah Total	%
>50 Tahun >50 Years	1.253	415	1.668	11,74	1.123	275	1.398	9,92	1.117	260	1.377	9,76
41-50 Tahun 41-50 Years	3.813	754	4.567	32,14	4.133	803	4.936	35,03	4.386	857	5.243	37,17
31-40 Tahun 31-40 Years	5.003	661	5.664	39,86	4.928	632	5.560	39,46	4.803	582	5.385	38,18
<31 Tahun <31 Years	2.111	201	2.312	16,27	2.005	192	2.197	15,59	1.914	187	2.101	14,89
Jumlah Total	12.180	2.031	14.211	100,00	12.189	1.902	14.091	100,00	12.220	1.886	14.106	100,00

Keterangan | Note:

*) Penyajian data kembali karena adanya perubahan cakupan data.
Data restated due to changes in data coverage.

Tenaga Alih Daya [GRI 2-8]

Di 2025, PHE menggunakan jasa 13.094 tenaga alih daya (TAD). Mereka bekerja sebagai pendukung untuk para pekerja organik dalam pencapaian target kerja dan target Perusahaan. Pelibatan TAD dilakukan berdasarkan kontrak kerja sama antara PHE dengan perusahaan alih daya.

Sesuai ketentuan ketenagakerjaan, segala ketentuan mengenai upah, tunjangan, serta mekanisme hubungan kerja dan penyelesaian permasalahan hubungan industrial untuk TAD merupakan tanggung jawab perusahaan alih daya berdasarkan kesepakatan antara TAD dan perusahaan alih daya yang tertuang dalam perjanjian kerja ataupun aturan yang berlaku di perusahaan alih daya. Namun, PHE memastikan perusahaan penyedia jasa tenaga kerja alih daya mematuhi seluruh regulasi ketenagakerjaan yang berlaku, dan menghindari praktik-praktik ketenagakerjaan yang dapat merugikan dan melanggar Hak Asasi Manusia (HAM).

Outsourced Workers [GRI 2-8]

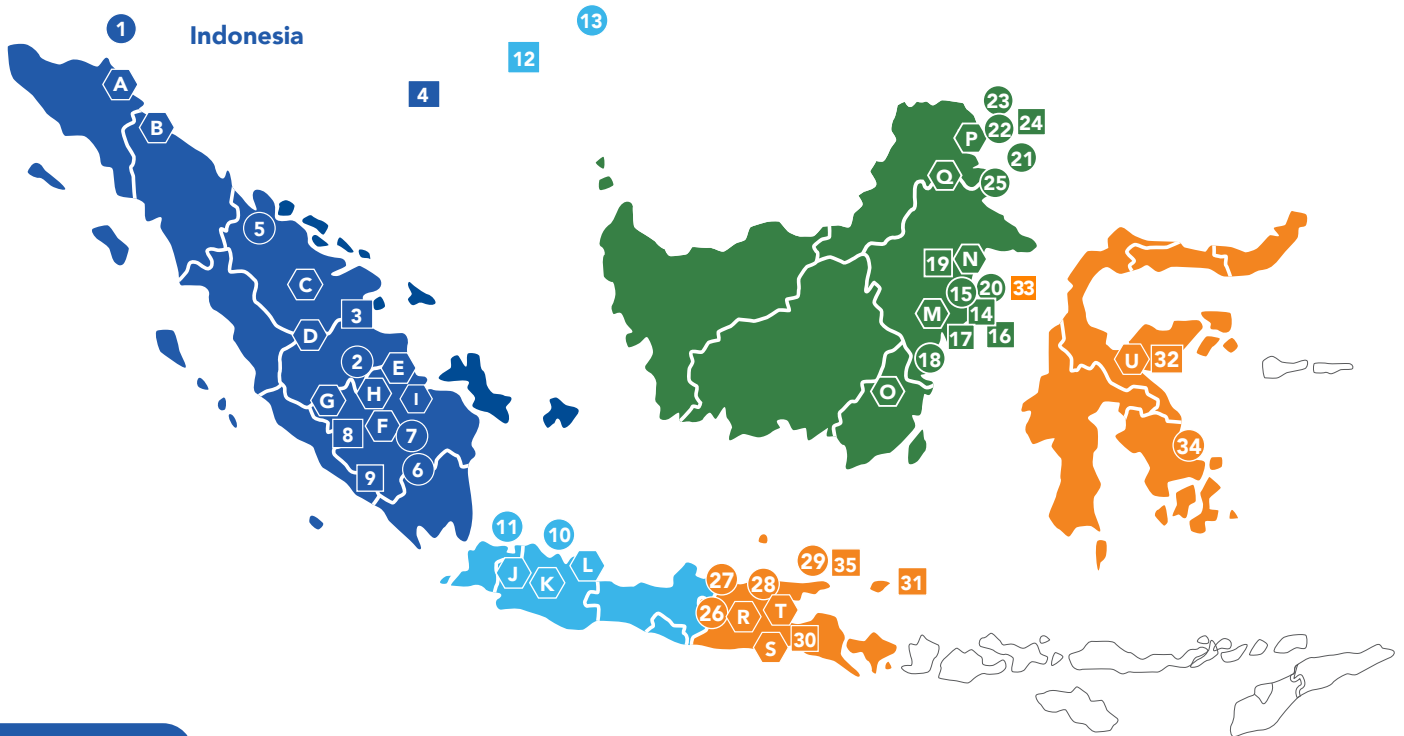
In 2025, PHE used the services of 13,094 outsourced workers (TAD). They serve as support staff for permanent employees in achieving work targets and Company objectives. The engagement of TAD is based on a cooperation agreement between PHE and the outsourcing company.

In accordance with labor regulations, all provisions regarding wages, benefits, as well as mechanisms for employment relationships and the resolution of industrial relations issues for TAD are the responsibility of the outsourcing company, based on the agreement between TAD and the outsourcing company as set forth in the employment contract or the applicable rules at the outsourcing company. However, PHE ensures that labor outsourcing service providers comply with all applicable labor regulations and avoid labor practices that may be detrimental and violate human rights.



Wilayah Operasional

Operational Areas [OJK C.2, C.3] [GRI 2-1]



Regional 1

Sumatra

Regional Lead:
PT Pertamina Hulu Rokan

Zona 1 / Zone 1

- A** Rantau
- B** Pangkalan Susu
- C** Lirik
- D** Jambi
- 1** NSO
- 2** Jambi Merang
- 3** Jabung
- 4** Kakap

Zona Rokan / Rokan Zone*

- 5** Rokan
- E** Ramba
- D** Prabumulih
- G** Pendopo
- H** Limau
- I** Adera
- 6** Ogan Komering
- 7** Raja Tempirai
- 8** Corridor
- 9** GMB Tanjung Enim

Zona 4 / Zone 4

Regional 2

Java

Regional Lead:
PT Pertamina EP

Zona 5 / Zone 5

- 10** ONWJ
- Zona 6 / Zone 6**
- 11** OSES
- Zona 7 / Zone 7**
- J** Tambun
- K** Subang
- L** Jatibarang
- 12** Blok Natuna (Natuna Sea)
- 13** East Natuna

Regional 3

Kalimantan

Regional Lead:
PT Pertamina Hulu Indonesia

Zona 8 / Zone 8

- 14** Peri Mahakam
- 15** Mahakam
- 16** West Ganal
- 17** East Sepinggan
- Zona 9 / Zone 9**
- 18** Sanga Sanga
- M** Sanga Sanga (PEP)
- N** Sangatta
- O** Tanjung
- 19** GMB Sangatta II

Zona 10 / Zone 10

- 20** East Kalimantan & Attaka
- P** Bunyu
- Q** Tarakan
- 21** Nunukan
- 22** Simenggaris
- 23** East Ambalat
- 24** Ambalat
- 25** Maratua

1. **Negara | Countries**
Indonesia, Irak, Algeria, Malaysia, serta kepemilikan saham di Maurel et Prom. Indonesia, Iraq, Algeria, Malaysia, and equity ownership in Maurel et Prom.
2. **Wilayah Kerja (WK) Regional | Working Area (WAs) Regional**
 - **WK Domestik | Domestic WAs: 40**
Terdiri dari 22 blok operator dan 18 blok non-operator.
Consisting of 22 operator blocks and 18 non-operator blocks.

- **WK Internasional | International WAs :**
3 anak perusahaan PIEP dan others
Terdiri dari 3 Wilayah Kerja internasional yang dikelola oleh 3 anak perusahaan PIEP serta kepemilikan saham di Maurel et Prom
3 PIEP subsidiaries and others
Consisting of 3 international working areas managed by 3 PIEP subsidiaries as well as equity stakes in Maurel et Prom



Regional 4

East Indonesia

Regional Lead:
PT Pertamina EP Cepu

Zona 11 / Zone 11	Zona 13 / Zone 13
R Cepu	U Donggi Matindok
S Sukowati	32 Senoro Toili
T Poleng	33 Makassar Strait
26 ADK	34 Melati
27 Randugunting	35 North Ketapang
28 Tuban East Java	Zona 14 / Zone 14
29 WMO	V Papua
Zona 12 / Zone 12	36 Salawati
30 PEPC***	37 Kepala Burung
31 Bunga	38 Masela
	39 Binaiya

International



Regional 5

International

Regional Lead:
PT Pertamina International EP

Zona 15 / Zone 15	41 Algeria : Block 405A		
Zona 16 / Zone 16	42 Iraq : West Qurna-1		
Zona 17 / Zone 17	43 (I-VI) Malaysia Blok K, Block H, SK309, SK311, SK314A, SK510		
44 (VII-XX)	Maurel et Prom		
VII	Venezuela	XI - XII	Gabon
VIII	Colombia	XIV	Italy
IX	Angola	XV	France
X	Tanzania	XVI - XX	Nigeria**

WK PT Pertamina EP:

40 A-V: WK PT Pertamina EP (Operator)

Wilayah Kerja | Working Areas:

○ Operator **□** Non-Operator

Keterangan / Notes:

* Regional 1: Zona 2-3 menjadi Zona Rokan.

Regional 1: Zones 2-3 were consolidated into the Rokan Zone.

** Maurel et Prom pada tanggal 30 Desember 2025 melepas saham migas di Nigeria. On December 30, 2025, Maurel et Prom divested its oil and gas shares in Nigeria.

*** PEPC terdiri dari BUKK (Non-Operator) dan JTB (Operator). PEPC consists of BUKK (Non-Operator) and JTB (Operator).



Sekilas Perusahaan [OJK C.6]

Pembentukan PHE berawal dari PT Aroma Operations Service (AOS) yang berdiri 1989, dan merupakan anak perusahaan PT Pertamina (Persero). AOS didirikan untuk mendukung operasi kilang petrokimia di Cilacap, Jawa Tengah. Pada 2002, AOS berubah nama menjadi PT Pertahulu Energy, dan 2007 menjadi PT Pertamina Hulu Energi (PHE). Perubahan nama tersebut didukung Akta No. 5 tertanggal 4 Agustus 2008, dan berdasarkan Undang-Undang No. 22 Tahun 2001 tentang Minyak dan Gas Bumi (UU Migas).

Sesuai UU Migas, PT Pertamina (Persero) harus memisahkan kegiatan usaha hulu serta hilir migas. Pengelolaan atas Wilayah Kerja (WK) hulu PT Pertamina (Persero) kemudian diserahkan kepada PHE yang memiliki tugas mengelola WK migas tersebut, meliputi eksplorasi dan produksi minyak dan gas. Penyerahan WK diikuti pengalihan operasional blok-blok migas kepada anak perusahaan PHE. Pada tanggal 16 Juni 2020, berdasarkan Surat Keputusan Direksi PT Pertamina (Persero) No. Kpts-19/C00000/2020-S0, PHE resmi ditetapkan sebagai Subholding Upstream (SHU).

Company Overview [OJK C.6]

The formation of PHE originated from PT Aroma Operations Service (AOS), established in 1989, which was a subsidiary of PT Pertamina (Persero). AOS was founded to support the operations of the petrochemical refinery in Cilacap, Central Java. In 2002, AOS changed its name to PT Pertahulu Energy, and in 2007 to PT Pertamina Hulu Energi (PHE). These name changes were formalized by Deed No. 5 dated August 4, 2008, and were in accordance with Law No. 22 of 2001 on Oil and Natural Gas.

In accordance with the Oil and Gas Law, PT Pertamina (Persero) must separate its upstream and downstream oil and gas business activities. Management of PT Pertamina (Persero)'s upstream Working Areas (WK) was subsequently transferred to PHE, which is tasked with managing these oil and gas working areas, including oil and gas exploration and production. The transfer of the Working Areas was followed by the operational handover of the oil and gas blocks to PHE's subsidiaries. On June 16, 2020, based on the Board of Directors' Decree of PT Pertamina (Persero) No. Kpts-19/C00000/2020-S0, PHE was officially designated as the Upstream Subholding (SHU).



Perubahan Signifikan [OJK C.6]

Selama periode pelaporan, terdapat beberapa perubahan signifikan, di antaranya PHE mendapatkan tiga penambahan entitas baru, yaitu PT PHE Binaiya, PT PHE Sulawesi Lavender, dan PT PHE Bobara.

Perubahan susunan Direksi dan Dewan Komisaris pada tahun 2025 terakhir diputuskan oleh Pemegang Saham melalui Keputusan Pemegang Saham Secara Sirkuler (KPSSS) Tanggal 8 Oktober 2025 tentang pengangkatan kembali Anggota Direksi dan KPSSS Tanggal 29 Desember 2025 tentang Perubahan Susunan Dewan Komisaris.

- Pemegang Saham mengangkat Bapak Awang Lazuardi sebagai Direktur Utama yang baru, menggantikan Bapak Chalid Said Salim;
- Pemegang Saham juga menunjuk Bapak Dannif Danusaputro sebagai Direktur Investasi dan Pengembangan Bisnis; Bapak Whisnu Bahriansyah menjadi Direktur Manajemen Risiko; dan Bapak Ery Sulisty Sutikno sebagai Direktur SDM dan Penunjang Bisnis;
- Pemegang Saham mengangkat Bapak Seppalga Ahmad sebagai Komisaris yang baru, menggantikan Bapak Muhammad Qodari.

Significant Changes [OJK C.6]

During the reporting period, there were several significant changes, including the addition of three new entities to PHE: PT PHE Binaiya, PT PHE Sulawesi Lavender, and PT PHE Bobara.

Changes to the composition of the Board of Directors and Board of Commissioners in 2025 were decided by the Shareholders through a Circular Resolution of Shareholders (KPSSS) dated October 8, 2025, regarding the reappointment of Board of Directors members, and a KPSSS dated December 29, 2025, regarding changes to the composition of the Board of Commissioners.

- Shareholders appointed Mr. Awang Lazuardi as the new President Director, replacing Mr. Chalid Said Salim;
- Shareholders also appointed Mr. Dannif Danusaputro as Director of Investment and Business Development; Mr. Whisnu Bahriansyah as Director of Risk Management; and Mr. Ery Sulisty Sutikno as Director of Human Resources and Business Support;
- The shareholders appointed Mr. Seppalga Ahmad as the new Commissioner, replacing Mr. Muhammad Qodari.

Visi, Misi, dan Tata Nilai Perusahaan

Company Vision, Mission, and Core Values [OJK C.1]

Visi dan Misi PHE sebelum 25 Februari 2025

PHE's Vision and Mission
before February 25, 2025

VISI Vision

Menjadi perusahaan minyak dan gas bumi kelas dunia.

To become a world-class oil and gas company.

MISI Mission

Melaksanakan pengelolaan operasi dan portofolio usaha sektor hulu minyak dan gas bumi secara profesional dan berdaya laba tinggi serta memberikan nilai tambah bagi stakeholders.

To manage operations and business portfolios of the upstream oil and gas sector in a professional and high-profit manner and to provide added value to stakeholders.



VISI Vision

Menjadi perusahaan minyak dan gas bumi terkemuka yang mengutamakan ketahanan, ketersediaan, dan keberlanjutan energi.

To become a leading oil and gas company that prioritizes energy security, availability and sustainability.



MISI Mission

Melaksanakan pengelolaan usaha hulu minyak dan gas bumi secara efisien dan inovatif dengan komitmen keberlanjutan untuk ketahanan energi dan memberi nilai tambah bagi masyarakat.

Conducting upstream oil and gas business management efficiently and innovatively with a commitment to sustainability for energy security and providing added values for the community.

Kajian Periodik Visi dan Misi Perusahaan oleh Manajemen Kunci Periodic Review of the Company's Vision and Mission by Key Management

Pada tahun 2025, Dewan Komisaris dan Direksi telah melakukan kajian atas visi dan misi Perusahaan. Perubahan terhadap Visi dan Misi Perusahaan berdasarkan RRD No. 013/PHE00000/2025-S0 tertanggal 25 Februari 2025. Perubahan tersebut merupakan bagian dari upaya Perusahaan dalam menyelaraskan arah strategis bisnis dengan dinamika industri energi, sekaligus memperkuat komitmen perusahaan dalam mendukung ketahanan, ketersediaan, dan keberlanjutan energi nasional.

In 2025, the Board of Commissioners and the Board of Directors conducted a review of the Company's vision and mission. Amendments to the Company's Vision and Mission were formalized under RRD No. 013/PHE00000/2025-S0 dated February 25, 2025. These changes form part of the Company's efforts to align its strategic business direction with the evolving dynamics of the energy industry, while also reinforcing its commitment to supporting national energy resilience, availability, and sustainability.



TATA NILAI PERUSAHAAN Corporate Values

Sebagai anak perusahaan dari PT Pertamina (Persero) yang bergerak dalam bidang eksplorasi dan produksi minyak dan gas bumi, PHE senantiasa menaruh perhatian besar terhadap penerapan Tata Nilai Perusahaan sebagai budaya kerja atau *Core Values* dalam rangka membangun karakter Perwira PHE yang berdaya saing tinggi dan berorientasi pada *high performance culture*.

Selama empat tahun terakhir, Perusahaan telah mengimplementasikan inisiatif transformasi budaya secara berkesinambungan yang didorong oleh partisipasi aktif seluruh Perwira PHE. Internalisasi Tata Nilai Perusahaan terbukti menciptakan nilai tambah bisnis yang signifikan, tercermin dari evolusi pola pikir (*mindset*) dan perilaku operasional di seluruh lini fungsi. Guna memastikan keberlanjutan transformasi ini, Perusahaan berkomitmen untuk terus menyelaraskan program budaya dengan dinamika industri dan kebutuhan strategis organisasi, sehingga nilai-nilai tersebut tetap menjadi katalisator dalam aktivitas operasional sehari-hari demi pencapaian target Perusahaan.

Komitmen manajemen puncak merupakan pilar utama kesuksesan implementasi Tata Nilai Perusahaan di seluruh lingkungan operasional PHE. Arahana strategis ini dieksekusi melalui siklus tahunan *Living Core Values* (LCV) yang mencakup perencanaan program, pengawasan berkelanjutan, serta asesmen akhir berbasis survei dan wawancara lapangan. Efektivitas kepemimpinan ini tercermin pada Laporan Pencapaian Budaya Pertamina Group Tahun 2025, di mana tingkat kematangan budaya Perusahaan berhasil menembus level “*Commitment*” dengan skor 442,86 jauh melampaui ambang batas minimum 360. Capaian solid ini mengukuhkan Subholding Upstream pada peringkat kedua tertinggi di seluruh lingkup Grup.

As a subsidiary of PT Pertamina (Persero) engaged in oil and gas exploration and production activities, PT Pertamina Hulu Energi (PHE) consistently places strong emphasis on the implementation of the Company’s Core Values as part of its work culture in building highly competitive PHE personnel who are oriented toward a high-performance culture.

Over the past four years, the Company has continuously implemented cultural transformation initiatives driven by the active participation of all PHE personnel. The internalization of the Company’s Core Values has proven to create significant business value, as reflected in the evolution of mindset and operational behavior across all functional lines. To ensure the sustainability of this transformation, the Company remains committed to continuously aligning its cultural programs with industry dynamics and organizational strategic needs, enabling these values to continue serving as catalysts in daily operational activities and supporting the achievement of corporate targets.

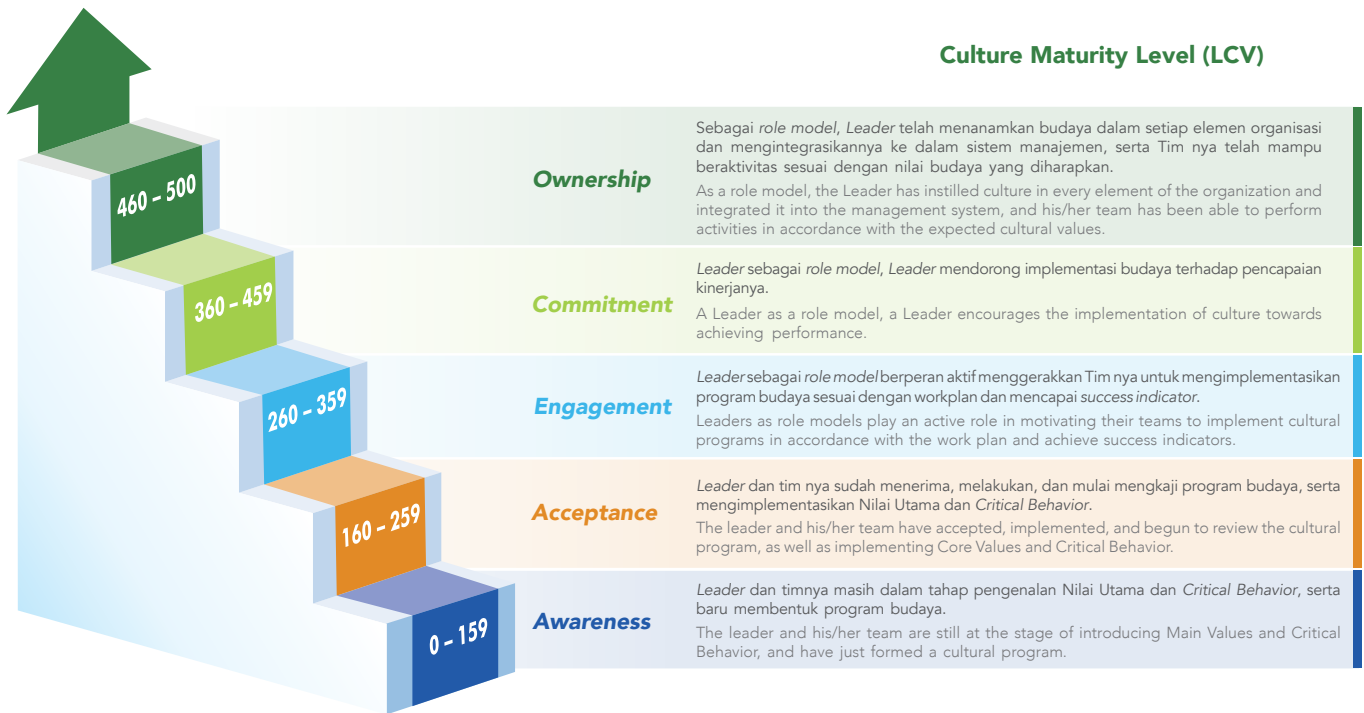
Top management commitment serves as the primary pillar for the successful implementation of the Company’s Core Values throughout PHE’s operational environment. This strategic direction is executed through the annual Living Core Values (LCV) cycle, which includes program planning, continuous monitoring, and end-of-year assessments based on surveys and field interviews. The effectiveness of this leadership approach was reflected in the 2025 Pertamina Group Culture Achievement Report, in which the Company’s culture maturity level successfully reached the “*Commitment*” level with a score of 442.86, significantly exceeding the minimum threshold of 360. This strong achievement positioned the Upstream Subholding as the second-highest performer across the Group.

Pada tahun 2025, PHE membuktikan keunggulannya dalam tata kelola budaya dengan meraih skor asesmen sebesar 455,48, jauh melampaui rata-rata Pertamina Group (442,86). Skor komprehensif yang bersumber dari pilar *Evidence* (328,19) dan Survei Kuesioner (127,29) ini menempatkan Perusahaan di peringkat kedua tertinggi. Keberhasilan ini didorong oleh keterlibatan aktif dari 99 *Leaders* yang berpartisipasi sebagai *role model* dalam menggerakkan implementasi budaya yang berdampak pada kinerja organisasi. Capaian tersebut merupakan hasil dari eksekusi *strategic journey* 2025 yang menitikberatkan pada akselerasi internalisasi tata nilai Perusahaan melalui serangkaian inisiatif terintegrasi, meliputi:

- Evaluasi dan Pemantauan Berkelanjutan: Pelaksanaan *coaching* dan pengawasan *Living Core Values* (LCV) sepanjang tahun, serta *Pulse Check* semesteran yang memvalidasi tren peningkatan kematangan budaya.
- *Upskilling* AoC: Peluncuran program *upskilling* seperti Next Level Agent of Change (AoC) dan SERUM 135 yang bertindak sebagai katalis transformasi di seluruh level organisasi.
- *Culture Amplifier*: Pemanfaatan inisiatif *Culture Amplifier* melalui medium inovatif seperti *Board Meeting* dan "Celoteh" AoC Podcast untuk memperluas jangkauan apresiasi dan praktik terbaik (*best practices*).

In 2025, PHE further demonstrated excellence in cultural governance by achieving an assessment score of 455.48, well above the Pertamina Group average of 442.86. This comprehensive score, derived from the Evidence pillar (328.19) and Questionnaire Survey pillar (127.29), positioned the Company as the second-highest ranked entity within the Group. This achievement was supported by the active involvement of 99 Leaders who participated as role models in driving cultural implementation that has positive impact on the organization's performance. The achievement was the result of the execution of the 2025 strategic journey, which focused on accelerating the internalization of Company values through a series of integrated initiatives, including:

- Continuous Evaluation and Monitoring: Implementation of year-round coaching and monitoring of Living Core Values (LCV), as well as semi-annual Pulse Checks to validate the improving trend in cultural maturity.
- AoC Upskilling: Launch of upskilling programs such as Next Level Agent of Change (AoC) and SERUM 135, as transformation catalysts across all organizational levels.
- Culture Amplifier: Utilization of Culture Amplifier initiatives through innovative platforms such as Board Meetings and the "Celoteh" AoC Podcast to broaden the dissemination of appreciation and best practices.



Rangkaian langkah strategis ini merepresentasikan komitmen PHE dalam membangun fondasi organisasi yang adaptif, kolaboratif, dan berkarakter guna menopang pertumbuhan bisnis yang berkelanjutan.

These strategic initiatives reflect PHE's commitment to building an adaptive, collaborative, and values-driven organizational foundation to support sustainable business growth.



Kegiatan, Rantai Nilai, dan Relasi Bisnis lain

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

Informasi bidang usaha, produk, dan jasa selama periode pelaporan ini mencakup Anak Perusahaan Services, yakni PT Elnusa Tbk, PT Pertamina Drilling Service Indonesia (PDSI), dan PT Badak NGL.

PHE bergerak di bidang pertambangan, perdagangan besar, dan aktivitas profesional, ilmiah dan teknis. Bidang usaha PHE meliputi: [GRI 2-6]

- Pertambangan minyak bumi;
- Pertambangan gas alam;
- Aktivitas penunjang pertambangan minyak bumi dan gas alam;
- Aktivitas penunjang pertambangan dan penggalan lainnya;
- Perdagangan besar bahan bakar padat, cair dan gas, dan produk jadi;
- Aktivitas perusahaan Holding;
- Perdagangan dan penyimpanan karbon;
- Pengusahaan pengurangan emisi karbon dan emisi gas lainnya melalui penanaman pohon dan tumbuhan.

Perseroan dapat melaksanakan kegiatan usaha penunjang, meliputi aktivitas konsultasi manajemen, aktivitas pengolahan data, aktivitas keinsinyuran dan konsultasi teknis, aktivitas teknologi informasi dan jasa komputer lainnya, serta kegiatan-kegiatan usaha lainnya yang dapat menunjang kegiatan usaha utama, dan kegiatan usaha lainnya dalam rangka optimalisasi sumber daya yang dimiliki.

Activities, Value Chain, and other Business Relationships

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

Information on business sectors, products, and services during this reporting period covers the Services Subsidiaries, namely PT Elnusa Tbk, PT Pertamina Drilling Service Indonesia (PDSI), and PT Badak NGL.

PHE operates in the mining, wholesale trade, and professional, scientific, and technical services sectors. PHE's business sectors include: [GRI 2-6]

- Oil mining;
- Natural gas mining;
- Support activities for oil and natural gas mining;
- Support activities for other mining and quarrying;
- Wholesale trade of solid, liquid, and gaseous fuels, and finished products;
- Holding company activities;
- Carbon trading and storage;
- Implementation of carbon emission reduction and other gas emissions reduction through tree and plant planting.

The Company may carry out supporting business activities, including management consulting, data processing, engineering and technical consulting, information technology and other computer services, as well as other business activities that support the main business activities, and other business activities aimed at optimizing its resources.

Produk, Layanan, dan Kegiatan Usaha Selama 2025

Kegiatan usaha yang dijalankan Perusahaan selama 2025, meliputi eksplorasi, produksi, pengembangan, manajemen portofolio, jasa hulu dan penunjang migas. Produk yang dihasilkan adalah minyak mentah, gas bumi, LNG, LPG dan kondensat, sementara layanan jasa meliputi jasa hulu migas, logistik, distribusi.

Adapun pangsa pasar yang dilayani oleh PHE Subholding Upstream adalah sebagai berikut: [\[GRI 2-6\]](#)

1. Penjualan migas, yang dijalankan sesuai prinsip-prinsip dasar kontrak kerja sama di sektor hulu migas berdasarkan kesepakatan Anak Perusahaan (AP) sebagai kontraktor kontrak kerja sama (KKKS) dengan SKK Migas;
2. Jasa hulu migas, logistik, dan distribusi dijalankan oleh Anak Perusahaan Services, yaitu PT Pertamina Drilling Services Indonesia (PDSI) dan PT Elnusa Tbk. Penjualan dilaksanakan masing-masing AP Services kepada pelanggan berdasarkan kesepakatan dengan tetap mengacu pada regulasi yang berlaku.

Rantai Nilai dan Relasi Bisnis [\[GRI 2-6\]](#)

Saat ini, PHE mengelola 24% wilayah kerja operator di Indonesia dan kurang lebih 80% pengeboran sumur nasional. Produksi migas PHE memasok 65% kontribusi produksi minyak, dan 35% produksi gas nasional. PHE menciptakan rantai nilai melalui penjualan kepada entitas di dalam Pertamina Grup maupun kepada pihak swasta nasional. Penjualan minyak mentah dilakukan melalui skema Perjanjian Jual Beli Minyak dengan memprioritaskan kebutuhan dalam negeri sesuai dengan Permen ESDM No. 18 Tahun 2021, sementara penjualan gas menggunakan skema Perjanjian Jual Beli Gas (PJBG) dengan komersialisasi berdasarkan Permen ESDM No. 6 Tahun 2016 yang mengatur prioritas industri penerima alokasi gas bumi.

PHE membangun rantai nilai dengan mitra kerja/pemasok/vendor lokal untuk mendukung program pemerintah meningkatkan kapasitas nasional dan efek berantai bagi industri dalam negeri, serta penerapan Tingkat Komponen Dalam Negeri (TKDN). Capaian TKDN PHE untuk barang dan jasa di 2025 mencapai 63,98%. Pengungkapan informasi mengenai pelibatan mitra kerja/pemasok/vendor lokal disampaikan pada bahasan mengenai Dampak Ekonomi Tidak Langsung pada Laporan ini.

Products, Services, and Business Activities During 2025

The business activities carried out by the Company during 2025 include exploration, production, development, portfolio management, upstream services, and oil and gas support services. The Company's products are crude oil, natural gas, LNG, LPG, and condensate, while services include upstream oil and gas services, logistics, and distribution.

The market share served by PHE Upstream Subholding is as follows: [\[GRI 2-6\]](#)

1. Oil and gas sales, conducted in accordance with the basic principles of cooperation contracts in the upstream oil and gas sector based on agreements between Subsidiaries (AP) as PSC Contractors with SKK Migas;
2. Upstream oil and gas, logistics, and distribution services are carried out by Subsidiary Services, namely PT Pertamina Drilling Services Indonesia (PDSI) and PT Elnusa Tbk. Sales are conducted by each Service Subsidiary to customers based on agreements while adhering to applicable regulations.

Value Chain and Business Relationships [\[GRI 2-6\]](#)

Currently, PHE manages 24% of operator working areas in Indonesia and approximately 80% of national well drilling. PHE's oil and gas production accounts for 65% of national oil production and 35% of national gas production. PHE creates value chains through sales to entities within the Pertamina Group as well as to national private companies. Crude oil sales are conducted through Oil Purchase and Sale Agreements, prioritizing domestic needs in accordance with Ministry of Energy and Mineral Resources Regulation No. 18 of 2021, while gas sales are conducted using the Gas Purchase and Sale Agreement (PJBG) scheme, with commercialization governed by Ministry of Energy and Mineral Resources Regulation No. 6 of 2016, which establishes priority for industries receiving natural gas allocations.

PHE builds value chains with local partners/suppliers/vendors to support the government's program to enhance national capacity and create ripple effects for the domestic industry, as well as the implementation of the Local Content Level (TKDN). PHE's TKDN achievement for goods and services in 2025 reached 63.98%. Disclosure of information regarding the involvement of local partners/suppliers/vendors is presented in the section on Indirect Economic Impact in this Report.



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

PHE menjadi anggota beberapa asosiasi, baik di tingkat nasional maupun global.

Associations Membership [OJK C.5] [GRI 2-28]

PHE is a member of several associations, both at the national and global levels.

Anggota Member

Lingkup Asosiasi
Scope of the Association
Global



Society of Petroleum Engineers (SPE)



United Nations Global Compact

UN Global Compact (UNGC)



IOGP (International Association of Oil & Gas Producers)

Anggota Member

Lingkup Asosiasi
Scope of the Association
Nasional National



Indonesian Petroleum Association (IPA)



Ikatan Ahli Geologi Indonesia (IAGI)



Ikatan Ahli Teknik Perminyakan Indonesia (IATMI)



Himpunan Ahli Geofisika Indonesia (HAGI)



Ikatan Ahli Fasilitas Produksi Minyak dan Gas Bumi Indonesia (IAFMI)



Asosiasi Pengusaha Indonesia (APINDO)



Sertifikasi Certification



ISO/IEC 27001:2022 Sistem Manajemen Keamanan Informasi

Information Security
Management System

Lingkup / Scope

PT Pertamina Hulu Energi

Penerbit / Publisher

British Standard Institution (BSI)

Masa berlaku / Valid until

3 Tahun / 3 Years



PAS 99:2012 Integrated Management Registration

Lingkup / Scope

Pertamina Upstream Data
Center - PT PHE

Penerbit / Publisher

PT TÜV SÜD Indonesia

Masa berlaku / Valid until

3 Tahun / 3 Years



ISO/IEC 27001:2022 Sistem Manajemen Keamanan Informasi

Information Security
Management System

Lingkup / Scope

JOB Pertamina-Medco E&P
Tomori Sulawesi

Penerbit / Publisher

PT TÜV SÜD Indonesia

Masa berlaku / Valid until

2 Tahun / 2 Years



ISO 55001:2014 Sistem Manajemen Aset Asset Management System

Lingkup / Scope

Elnusa

Penerbit / Publisher

SGS Indonesia

Masa berlaku / Valid until

3 Tahun / 3 Years



ISO 9001:2015 Sistem Manajemen Kualitas / Quality Management System

Lingkup / Scope

Entitas/Entity: PHE Jambi Merang, PEP Field Cepu, PEP Field Poleng, PEP Field Sukowati, PHE WMO, PHE TEJR, PEP Field Donggi Matindok, JOB P-Medco E&P Tomori Sulawesi, PDSI, PDC, PT Elnusa Tbk

Penerbit / Publisher

- BSI
- Sucofindo
- SGS
- AQC
- PSC

Masa berlaku / Valid until

3 Tahun / 3 Years



ISO 37001:2016 Sistem Manajemen Anti Penyuapan (SMAP) / Anti-Bribery Management System (ABMS)

Lingkup / Scope

Seluruh fungsi untuk entitas PT PHE, PT Pertamina Hulu Rokan, PT Pertamina EP, PT Pertamina Hulu Indonesia, PT Pertamina EP Cepu, PT Pertamina Internasional EP, PT PDSI, PT Badak NGL, dan PT Elnusa Tbk.

All functions across the entities of PT PHE, PT Pertamina Hulu Rokan, PT Pertamina EP, PT Pertamina Hulu Indonesia, PT Pertamina EP Cepu, PT Pertamina Internasional EP, PT PDSI, PT Badak NGL, dan PT Elnusa Tbk.

Penerbit / Publisher

- TÜV NORD
- MUTU International
- SGS
- BSI

Masa berlaku / Valid until

3 Tahun / 3 Years



ISO 5001:2018

Sistem Manajemen Energi / Energy Management System

Lingkup / Scope

Entitas/Entity:

PHE ONWJ, PT PHM, PEP Dongi Matindok Field, JOB Medco E&P Tomori Sulawesi, PT Badak NGL

Penerbit / Publisher

- Intertek
- Sucofindo

Masa berlaku / Valid until

3 Tahun / 3 Years



ISO 45001:2018

Sistem Manajemen Keselamatan dan Kesehatan Kerja (K3)

Occupational Health and Safety (OHS) Management System

Lingkup / Scope

Zona 1, Zona 5, Zona 6, Zona 7, Zona 11, JOB

P-Medco E&P Tomori Sulawesi, PDSI, PDC,

Elnusa, PT Badak NGL, Regional 5

Penerbit / Publisher

- BSI
- Sucofindo
- SGS
- AQC
- PSC
- TUV Rheinland
- Bureau Veritas (BV)

Masa berlaku / Valid until

3 Tahun / 3 Years



ISO 14001:2015

Sistem Manajemen Lingkungan Environmental Management System

Lingkup / Scope

Seluruh (100%) Wilayah Kerja Operasional telah tersertifikasi ISO 14001:2015

All of (100%) of Operational Work Areas have been certified ISO 14001:2015

Penerbit / Publisher

- SGS
- BSI
- ACS Indonesia
- Sucofindo
- Alcumus ISOQAR
- TUV Nord

Masa berlaku / Valid until

3 Tahun / 3 Years

Akses Informasi Lain
Access to Other Information



Informasi mengenai PHE juga dapat diakses dan diperoleh melalui kanal-kanal berikut:

Information about PHE is also available through the following channels:

- ☎ (62)21 - 2954 7000, (62)21 - 2952 7086
- @ pcc135@pertamina.com
- 🌐 phe.pertamina.com
- 📷 @phe.pertamina
- ▶ @phe.pertamina
- 📌 phe.pertamina

Tentang Laporan About the Report

Laporan Keberlanjutan ini menyajikan kinerja PHE dalam menerapkan praktik-praktik keberlanjutan untuk mengelola aspek ekonomi, lingkungan, sosial, dan governans selama periode pelaporan.

Acuan Penyusunan Laporan

Laporan Keberlanjutan disusun mengacu pada beberapa standar dan panduan guna memberikan kerangka kerja sistematis, yaitu:

1. Peraturan Otoritas Jasa Keuangan No. 51/POJK.03/2017 tentang Penerapan Keuangan Berkelanjutan bagi Lembaga Jasa Keuangan, Emiten, dan Perusahaan Publik dan Pedoman Teknis Penyusunan Laporan Keberlanjutan bagi Emiten dan Perusahaan Publik yang dituangkan dalam Surat Edaran Otoritas Jasa Keuangan (SEOJK) No.16/SEOJK.04/2021 tentang Bentuk dan Isi Laporan Tahunan Emiten Atau Perusahaan Publik.
2. Standard Global Reporting Initiative (GRI) 2021, dengan tingkat pemenuhan 'In Accordance to'.
3. Oil and Gas Sector Specific Disclosure (OGSS) (2021).
4. Sustainability Accounting Standard Board (SASB) Oil & Gas (Exploration & Production) Standard.
5. The Oil and Gas Industry Guidance on Voluntary Sustainability Reporting 4th edition 2020-International Petroleum Industry Environmental Conservation Association (IPIECA), American Petroleum Institute (API), and the International Association of Oil & Gas Producers (IOGP).
6. Kerangka Kerja *Task Force on Climate-related Financial Disclosures* (TCFD).

Periode, Frekuensi, dan Kontak Laporan Reporting Period, Frequency, and Contact Information [GRI 2-3]

Laporan Keberlanjutan ini mencakup periode pelaporan 1 Januari hingga 31 Desember 2025, termasuk informasi keuangan konsolidasi berdasar Laporan Keuangan Tahun Buku 2025. Laporan Keberlanjutan diterbitkan setiap tahun, dengan periode sebelumnya diterbitkan pada 26 Mei 2025. This Sustainability Report covers the reporting period from January 1 to December 31, 2025, including consolidated financial information based on the 2025 Financial Statements. The Sustainability Report is published annually, with the previous report published on May 26, 2025.

This Sustainability Report presents PHE's performance in implementing sustainability practices to manage economic, environmental, social, and governance aspects during the reporting period.

Report Preparation Guidelines

The Sustainability Report was prepared in accordance with several standards and guidelines to provide a systematic framework, including:

1. Financial Services Authority Regulation No. 51/POJK.03/2017 concerning the Implementation of Sustainable Finance for Financial Services Institutions, Issuers, and Public Companies, and the Technical Guidelines for the Preparation of Sustainability Reports for Issuers and Public Companies as stipulated in the Financial Services Authority Circular Letter (SEOJK) No. 16/SEOJK.04/2021 concerning the Form and Content of the Annual Report of Issuers or Public Companies.
2. Standard GRI 2021, with level of fulfillment 'In accordance to'.
3. Oil and Gas Sector Specific Disclosure (OGSS) (2021).
4. Sustainability Accounting Standard Board (SASB) Oil & Gas (Exploration & Production) Standard.
5. The Oil and Gas Industry Guidance on Voluntary Sustainability Reporting 4th edition 2020-International Petroleum Industry Environmental Conservation Association (IPIECA), American Petroleum Institute (API), and the International Association of Oil & Gas Producers (IOGP).
6. The Task Force on Climate-related Financial Disclosures (TCFD) framework.

Kontak terkait Laporan Keberlanjutan: Contact regarding the Sustainability Report:

Investor Relations

PHE Tower, Lantai 10,
Jl. TB Simatupang Kav.99
Jakarta Selatan 12520-Indonesia
Surel | Email: investorrelation.phe@pertamina.com



Cakupan Laporan Keberlanjutan [GRI 2-2]

Entitas dalam Laporan Keberlanjutan mencakup Anak Perusahaan Hulu dan Anak Perusahaan Services, yakni PT Elnusa Tbk, PT Pertamina Drilling Services Indonesia (PDSI) dan PT Badak NGL. Data dan informasi yang disajikan, diperoleh dari PHE dan disampaikan secara terkonsolidasi, sehingga tidak ada perbedaan pengaturan. Adapun data dan informasi keuangan disampaikan berdasar Laporan Keuangan konsolidasi. Tidak ada perbedaan atas data dan informasi yang disampaikan, kecuali dalam penyajian indikator Nilai Ekonomi yang Diperoleh dan Didistribusikan, karena disesuaikan dengan indikator dalam Standar GRI 2021.

Laporan ini juga melakukan pernyataan kembali atas beberapa data dan informasi yang disampaikan dalam Laporan Keberlanjutan 2024, yang ditandai dengan indikator disertai alasan dan penjelasan pengaruh dari pernyataan kembali yang dilakukan. [GRI 2-4]

Verifikasi Independen [OJK G.1] [GRI 2-5]

Laporan keberlanjutan 2025 diverifikasi oleh PT Sejahtera Rambah Asia (SRAI) sebagai pihak independen. Penunjukkan *assuror* telah mendapat persetujuan dari Direktur Keuangan dengan mempertimbangkan kualitas, keahlian, dan pengalaman dalam bidang *Sustainability Report Assurance*. Kami menyatakan tidak ada benturan kepentingan dengan pihak independen yang melakukan verifikasi.

Tanggapan atas Umpan Balik [OJK G.3]

PHE menindaklanjuti saran yang diterima dari pemangku kepentingan atas Laporan Keberlanjutan periode sebelumnya. Tindak lanjut yang dilakukan antara lain:

- Merumuskan dan menetapkan kembali topik material pelaporan, berdasarkan prioritas kinerja keberlanjutan selama 2025 dengan pendekatan uji materialitas ganda atau *double materiality assessment* (DMA);
- Merincikan kembali target prioritas dukungan terhadap Tujuan Pembangunan Berkelanjutan (TPB), sesuai Metadata Indikator TPB yang diterbitkan Kementerian Perencanaan Pembangunan Nasional (PPN)/Badan Perencanaan Pembangunan Nasional (Bappenas);
- Mengurangi penyajian informasi yang berulang, terutama yang sudah disajikan pada Laporan Tahunan.

Sustainability Report Boundary [GRI 2-2]

The entities included in the Sustainability Report comprise Upstream Subsidiaries and Services Subsidiaries, namely PT Elnusa Tbk, PT Pertamina Drilling Services Indonesia (PDSI), and PT Badak NGL. The data and information presented are obtained from PHE and reported on a consolidated basis; therefore, there are no differences in presentation. Financial data and information are presented based on the consolidated financial statements. There are no differences in the data and information presented, except in the presentation of the Economic Value Generated and Distributed indicators, as these have been aligned with the indicators in the GRI Standards 2021.

This report also restates certain data and information presented in the 2024 Sustainability Report, which are marked with indicators accompanied by reasons and explanations of the impact of the restatements made. [GRI 2-4]

Independent Verification [OJK G.1] [GRI 2-5]

The 2025 Sustainability Report was verified by PT Sejahtera Rambah Asia (SRAI) as an independent party. The appointment of the assurance provider was approved by the Chief Financial Officer, taking into account quality, expertise, and experience in the field of Sustainability Report Assurance. We declare that there is no conflict of interest with the independent party conducting the verification.

Response to Feedback [OJK G.3]

PHE has followed up on the suggestions received from stakeholders regarding the previous period's Sustainability Report. The follow-up actions taken include:

- Formulating and redefining material reporting topics based on sustainability performance priorities for 2025 using a double materiality assessment (DMA) approach;
- Re-specifying priority targets for supporting the Sustainable Development Goals (SDGs), in accordance with the SDG Indicator Metadata published by the Ministry of National Development Planning/National Development Planning Body (Bappenas);
- Reducing the presentation of repetitive information, especially that already presented in the Annual Report.



Topik Material dan Dukungan terhadap TPB

Proses Menentukan Topik Material [GRI 3-1]

Proses penentuan topik material dilakukan dalam forum grup diskusi pada 16-17 Desember 2025, bersama dengan pemangku kepentingan internal, dengan memerhatikan kepentingan pemangku kepentingan eksternal. Diskusi dipandu tim ahli selaku pihak independen, dan diikuti fungsi-fungsi internal PHE yang menyampaikan kebutuhan pemangku kepentingan eksternal.

Berdasarkan isu-isu keberlanjutan selama 2025, peserta melakukan identifikasi atas topik-topik material dan menyusunnya dalam skala prioritas berdasarkan penilaian signifikansi atas potensi maupun dampak aktual yang ditimbulkan, meliputi dampak material dan dampak finansial. Hasil diskusi diajukan kepada Direktur Keuangan untuk mendapatkan pengesahan dan penetapan.

Daftar Topik Material [GRI 3-2]

Terdapat tujuh topik material sebagai fokus prioritas pengungkapan dalam Laporan Keberlanjutan PT Pertamina Hulu Energi 2025.

Daftar Topik Material

List of Material Topics

No	Topik Material Material Topics	Pemangku Kepentingan Terdampak Impacted Stakeholders	Materialitas Dampak Impact Materiality	Materialitas Finansial Financial Materiality
1	Manajemen Kesehatan dan Keselamatan Kerja Occupational Health and Safety Management	P, M, MU	●●●●	●●●●
2	Mitigasi dan Transisi Iklim Climate Mitigation and Transition	PS, P, LL, PPR, MS, MU	●●●●	●●●●
3	Pelibatan dan Dampak terhadap Masyarakat Community Engagement and Impact	PL, MS	●●●●	●●●●
4	Konservasi Alam dan Keanekaragaman Hayati Nature Conservation and Biodiversity	LL, PPR, MS	●●●●	●●●●
5	Pengelolaan Sumber Daya Air Water Resources Management	P, MS, MU	●●●●	●●●●
6	Pengelolaan Limbah Waste Management	P, MS, MU	●●●●	●●●●
7	Bisnis yang Bertanggung Jawab Responsible Business	PS, P, PL, MU, M	●●●●	●●●●

Keterangan | Notes:

- Topik Lingkungan
Environmental topics
- Topik Sosial
Social topics
- Topik Tata Kelola
Governance topics

Skala | Scale 1-5 :

- = 1 (Sangat Rendah | Very Low)
- = 2 (Rendah | Low)
- = 3 (Sedang | Medium)
- = 4 (Tinggi | High)
- = 5 (Sangat Tinggi | Very High)

Daftar Pemangku Kepentingan List of Stakeholders

PS: Pemegang Saham | Shareholders
P: Pekerja | Worker
LL: Lembaga Legislatif | Legislative Body
PPR: Pemerintah Pusat dan Regulator |
Central Government and Regulators

PL: Pelanggan | Customer
MS: Masyarakat | Society
MU: Mitra Usaha/Bisnis | Business Partners
M: Media

Dengan demikian ada perubahan atas topik material yang disampaikan pada Laporan Keberlanjutan periode sebelumnya. Selain karena metode penentuan topik material yang berbeda, perubahan topik material didasari isu-isu keberlanjutan 2025 yang berbeda dengan 2024.

Material Topics and Support for the SDGs

Process of Determining Material Topics [GRI 3-1]

The process of determining material topics was conducted in a discussion group forum on December 16-17, 2025, together with internal stakeholders, while taking into account the interests of external stakeholders. The discussion was facilitated by a team of experts acting as an independent party and attended by internal PHE functions that conveyed the needs of external stakeholders.

Based on sustainability issues throughout 2025, participants identified material topics and prioritized them based on an assessment of significance regarding potential and actual impacts, including material and financial impacts. The results of the discussion were submitted to the Chief Financial Officer for approval and finalization.

List of Material Topics [GRI 3-2]

There are seven material topics identified as priority disclosure focuses in PT Pertamina Hulu Energi's 2025 Sustainability Report.

Consequently, there have been changes to the material topics presented in the previous Sustainability Report. In addition to the different method used to determine material topics, these changes are based on sustainability issues for 2025 that differ from those of 2024.

Pengelolaan Topik Material Management of Material Topics [GRI 3-3]

1 Manajemen Kesehatan dan Keselamatan Kerja Occupational Health and Safety Management



Pentingnya Pengelolaan Topik:

Keselamatan dan kesehatan kerja (K3) menjadi bagian strategi operasional PHE untuk mencegah insiden yang dapat mengganggu kelangsungan operasi dan produksi migas.

Dampak dan Peluang:

Insiden K3 berpotensi menyebabkan gangguan produksi, biaya pemulihan/penanganan, dampak keselamatan pekerja, dan risiko reputasi. Di sisi lain, pengelolaan K3 juga menghadirkan peluang peningkatan produktivitas pekerja dan penurunan frekuensi insiden yang mendukung efisiensi biaya operasional.

Target 2025:

Threshold TRIR = 0,17, dengan boundary NOA* = 0.

Kebijakan:

Pengelolaan praktik K3 dilakukan selaras dengan standar nasional, standar internasional (ISO), serta kebijakan *Health, Safety, Security & Environment* (HSSE) PT Pertamina Hulu Energi Subholding Upstream yang berlaku bagi seluruh pekerja, mitra kerja, kontraktor, dan pihak lain yang berada di wilayah operasional. Kebijakan HSSE tersebut mengatur penerapan *Corporate Life Saving Rules* (CLSR), SUPREME, Sistem Izin Kerja Selamat (SIKA), *Contractor Safety Management System* (CSMS), protokol penanggulangan keadaan darurat dan manajemen krisis, pengelolaan risiko HSSE, *Process Safety & Asset Integrity Management System* (PSAIMS), pencegahan gangguan keamanan, pencegahan penyakit akibat kerja (PAK) melalui program *Promotive-Preventive*, serta pelaksanaan HSSE *Mandatory Training* dan pengembangan *Technical Competency*.

Evaluasi dan Pengelolaan Dampak:

Pengelolaan K3 dievaluasi melalui Indeks Kinerja Utama (KPI) Direksi dan seluruh manajemen, pelaporan kinerja, serta audit berkala internal (SUPREME) dan audit eksternal melalui sertifikasi ISO 45001:2018 Sistem Manajemen Kesehatan dan Keselamatan Kerja yang diperbarui setiap periode masa berlaku. Hasil evaluasi 2025 menunjukkan capaian *HSSE Excellence for HSSE* sebesar 110% dan Peningkatan Budaya HSSE 110%.

Importance of Topic Management:

Occupational health and safety (OHS) is part of PHE's operational strategy to prevent incidents that could disrupt the continuity of oil and gas operations and production.

Impact and Opportunities:

Occupational health and safety (OHS) incidents have the potential to cause production disruptions, recovery/response costs, worker safety risks, and reputational risks. On the other hand, effective OHS management also presents opportunities to increase worker productivity and reduce incident frequency, thereby supporting operational cost efficiency.

Target 2025:

TRIR Threshold = 0.17, with NOA* Boundary = 0.

Policy:

Occupational Health, Safety, and Security (OHS) practices are managed in accordance with national standards, international standards (ISO), and the Health, Safety, Security & Environment (HSSE) policy of PT Pertamina Hulu Energi Upstream Subholding, which applies to all employees, business partners, contractors, and other parties within the operational area. This HSSE policy governs the implementation of the Corporate Life Saving Rules (CLSR), SUPREME, the Safe Work Permit System (SIKA), the Contractor Safety Management System (CSMS), emergency response and crisis management protocols, HSSE risk management, the Process Safety & Asset Integrity Management System (PSAIMS), security incident prevention, prevention of occupational diseases (PAK) through the Promotive-Preventive program, as well as the implementation of Mandatory HSSE Training and the development of Technical Competency.

Impact Assessment and Management:

Occupational Health and Safety (OHS) management is evaluated through Key Performance Indicators (KPIs) for the Board of Directors and all management, performance reporting, as well as periodic internal audits (SUPREME) and external audits through ISO 45001:2018 Occupational Health and Safety Management System certification, which is renewed every for each validity period. The 2025 evaluation results showed HSSE Excellence achievement at 110% and HSSE Culture Improvement achievement at 110%.

*) Kategori NOA mencakup:

- Jumlah korban *fatality* (di luar korban meninggal dunia dari pihak ketiga)
- Jumlah kejadian (*event*) *safety process incident* yang parah, termasuk:
 - a. Mengakibatkan korban meninggal dunia dari pihak ketiga (masyarakat)
 - b. *Major oil spill* (>=10 KL)
 - c. *Major property damage* (>=USD5 juta)

(tidak termasuk insiden akibat kelalaian pihak ketiga, sabotase, dan tindakan kejahatan berdasarkan hasil investigasi)

*) The NOA category includes:

- Number of fatalities (excluding third-party fatalities)
- Number of severe safety process incidents, including:
 - a. Resulting in third-party fatalities (the public)
 - b. Major oil spill (>=10 KL)
 - c. Major property damage (>=USD5 million)

(excluding incidents resulting from third-party negligence, sabotage, and criminal acts based on investigation findings)

2 Mitigasi dan Transisi Iklim Climate Mitigation and Transition



Pentingnya Pengelolaan Topik:

Kegiatan operasional PHE berkontribusi terhadap perubahan iklim melalui pelepasan emisi gas rumah kaca (GRK). Perubahan iklim juga berpotensi memengaruhi keberlangsungan operasi dan produksi PHE, sehingga dapat berdampak pada kinerja operasional dan finansial Perusahaan.

Dampak dan Peluang:

Perubahan iklim dapat menimbulkan gangguan produksi akibat cuaca ekstrem dan peningkatan biaya operasional, serta pemeliharaan fasilitas. Di sisi lain, upaya mitigasi iklim membuka peluang bagi PHE untuk menerapkan teknologi *low carbon heat*, pengembangan pembangkit rendah karbon, serta pengendalian emisi nonrutin.

Target 2025:

Reduksi emisi 1.177.000 ton CO₂e dan Rating BBB MSCI.

Kebijakan:

Penerapan berbagai kebijakan internal yang mengacu pada kebijakan korporasi Pertamina, termasuk kebijakan pengelolaan emisi GRK, efisiensi energi, dan pengembangan energi rendah karbon.

Evaluasi dan Pengelolaan Dampak:

Kinerja mitigasi iklim dan transisi energi dievaluasi melalui penilaian pencapaian target Indeks Kinerja Utama (KPI) Direksi dan beberapa fungsi yakni *Production and Project* sebagai *leader* dalam charter dekarbonisasi, didampingi oleh *Health, Safety, Security, and Environment* (HSSE), *Upstream Innovation, Upstream Business Planning and Portfolio Management* (UBPPM), *Controller* (Finance). Pelaporan kinerja, serta audit berkala oleh Pertamina maupun pihak eksternal independen. Audit dilaksanakan minimal satu kali dalam setahun. Hasil evaluasi 2025, tercatat realisasi reduksi emisi GRK sebesar 1.619.564 ton CO₂e dari target 1.177.000 ton CO₂e, atau mencapai 110% dari target KPI yang ditetapkan.

Importance of Topic Management:

PHE's operational activities contribute to climate change through the release of greenhouse gas (GHG) emissions. Climate change also has the potential to affect the sustainability of PHE's operations and production, which could impact the Company's operational and financial performance.

Impact and Opportunities:

Climate change can cause production disruptions due to extreme weather and increased operational costs, as well as facility maintenance costs. On the other hand, climate mitigation efforts open opportunities for PHE to implement low-carbon heating technologies, develop low-carbon power plants, and control non-routine emissions.

Target 2025:

Emission reduction of 1,177,000 tons of CO₂e and an MSCI BBB Rating.

Policy:

Implementation of various internal policies aligned with Pertamina's corporate policies, including policies on GHG emissions management, energy efficiency, and low-carbon energy development.

Impact Assessment and Management:

Climate mitigation and energy transition performance is evaluated through an assessment of the achievement of Key Performance Indicator (KPI) targets set by the Board of Directors and several functions, namely *Production and Project* as the leader in the decarbonization charter, supported by *Health, Safety, Security, and Environment* (HSSE), *Upstream Innovation, Upstream Business Planning and Portfolio Management* (UBPPM), and *Controller* (Finance). Performance reporting, as well as periodic audits by Pertamina and independent external parties. Audits are conducted at least once a year. The 2025 evaluation results show a realized reduction in GHG emissions of 1,619,564 tons of CO₂e against a target of 1,177,000 tons of CO₂e, or 110% of the set KPI target.

3

Pelibatan dan Dampak terhadap Masyarakat Community Engagement and Impact



Pentingnya Pengelolaan Topik:

Kegiatan eksplorasi dan produksi migas berpotensi menimbulkan dampak sosial, ekonomi, dan lingkungan bagi masyarakat di sekitar wilayah operasi. Pengelolaan pelibatan masyarakat yang efektif melalui *Community Involvement & Development* (CID) diperlukan untuk memastikan keberlanjutan operasi, menjaga hubungan harmonis dengan masyarakat, serta mendukung pencapaian kinerja bisnis Perusahaan.

Dampak dan Peluang:

Kegiatan operasional dapat menimbulkan dampak negatif apabila tidak dikelola dengan baik, seperti potensi konflik sosial, tidak mendapatkan *Social License to Operate* (LSO) dari masyarakat, dan penurunan kepercayaan masyarakat kepada Perseroan. Sebaliknya, pelibatan masyarakat yang terstruktur melalui program CID membuka peluang terciptanya hubungan saling menguntungkan, peningkatan kesejahteraan masyarakat, serta penguatan dukungan sosial terhadap stabilitas operasional.

Target 2025:

782 program CID (95% dari rencana 823 program).

Kebijakan:

Ketentuan internal terkait pelaksanaan program CSR dan pemberdayaan masyarakat, yaitu Pedoman Pengelolaan Tanggung Jawab Sosial dan Lingkungan No. A13-003/PHE01000/2021-S9.

Evaluasi dan Pengelolaan Dampak:

Pengelolaan dan evaluasi pelibatan masyarakat berada di bawah tanggung jawab fungsi pelaksana CID. Evaluasi akhir dilakukan melalui penilaian pencapaian KPI Corporate Secretary. Berdasarkan hasil evaluasi 2025, PHE telah merealisasikan 806 program pemberdayaan masyarakat dan CSR, melebihi dari target.

Importance of Topic Management:

Oil and gas exploration and production activities have the potential to cause social, economic, and environmental impacts on communities near operational areas. Effective community engagement management through *Community Involvement & Development* (CID) is necessary to ensure operational sustainability, maintain harmonious relationships with communities, and support the achievement of the Company's business performance.

Impact and Opportunities:

Operational activities can have negative impacts if not managed properly, such as potential social conflicts, failure to obtain a *Social License to Operate* (SLO) from the community, and a decline in public trust in the Company. Conversely, structured community engagement through the CID program creates opportunities for mutually beneficial relationships, improved community well-being, and strengthened social support for operational stability.

Target 2025:

782 CID programs (95% of the planned 823 programs).

Kebijakan:

Internal regulations regarding the implementation of CSR and community empowerment programs, namely the Guidelines for Social and Environmental Responsibility Management No. A13-003/PHE01000/2021-S9.

Evaluasi dan Pengelolaan Dampak:

The management and evaluation of community engagement fall under the responsibility of the CID's operational functions. A final evaluation is conducted through an assessment of the Corporate Secretary's KPI achievements. Based on the 2025 evaluation results, PHE has implemented 806 community empowerment and CSR programs, exceeding the target.

4

Konservasi Alam dan Keanekaragaman Hayati Nature and Biodiversity Conservation



Pentingnya Pengelolaan Topik:

Kegiatan eksplorasi dan produksi migas berpotensi memberikan dampak negatif pada keanekaragaman hayati dan alam di sekitar wilayah kerja. Oleh karena itu, pengelolaan konservasi keanekaragaman hayati menjadi isu penting untuk memastikan keberlanjutan operasi serta meminimalkan risiko lingkungan yang dapat berdampak pada kinerja finansial dan reputasi Perusahaan.

Dampak dan Peluang:

Dampak kegiatan operasional terhadap keanekaragaman hayati dapat meningkatkan risiko biaya pemulihan lingkungan dan potensi pembatasan operasional. Sebaliknya, upaya konservasi dan perlindungan keanekaragaman hayati memberikan peluang untuk memperkuat hubungan PHE dengan masyarakat dan pemangku kepentingan. Pelaksanaan konservasi juga membuka peluang bagi PHE untuk berkontribusi pada pencapaian *net positive impact* (NPI) pada 2030.

Target 2025:

Memiliki Tata kerja Organisasi (TKO) untuk penilaian signifikan keanekaragaman hayati *Preliminary Assessment Biodiversity Action Plan* (PRA-BAP).

Kebijakan:

Kebijakan pengelolaan keanekaragaman hayati tertuang dalam Kebijakan Keberlanjutan PHE.

Evaluasi dan Pengelolaan Dampak:

Kinerja konservasi keanekaragaman hayati dan alam dievaluasi melalui penilaian pencapaian target Indeks Kinerja Utama (KPI) Direksi dan fungsi HSSE, pelaporan kinerja, serta audit berkala oleh Pertamina dan pihak eksternal independen. Audit dilaksanakan minimal satu kali dalam setahun. Berdasarkan hasil evaluasi 2025, PHE telah menerapkan mekanisme PRA-BAP untuk setiap proyek baru guna meminimalkan dampak terhadap keanekaragaman hayati. Selain itu, PHE telah merealisasikan area konservasi di 29 wilayah kerja dengan total luas 90.726,16 hektare.

Importance of Topic Management:

Oil and gas exploration and production activities have the potential to negatively impact biodiversity and the natural environment in the vicinity of operational areas. Therefore, biodiversity conservation management is a critical issue to ensure the sustainability of operations and minimize environmental risks that could affect the Company's financial performance and reputation.

Impact and Opportunities:

The impact of operational activities on biodiversity may increase the risk of environmental remediation costs and potential operational restrictions. Conversely, efforts to conserve and protect biodiversity provide opportunities to strengthen PHE's relationships with communities and stakeholders. Conservation initiatives also open opportunities for PHE to contribute to achieving a *net positive impact* (NPI) by 2030.

Target 2025:

Establish an *Organizational Framework* (TKO) for the *Preliminary Assessment of Biodiversity Action Plan* (PRA-BAP).

Policy:

Biodiversity management policies are outlined in PHE's Sustainability Policy.

Impact Assessment and Management:

Performance in biodiversity and nature conservation is evaluated through assessments of the achievement of *Key Performance Indicator* (KPI) targets set by the Board of Directors and HSSE functions, performance reporting, and periodic audits conducted by Pertamina and independent external parties. Audits are conducted at least once a year. Based on the 2025 evaluation results, PHE has implemented the PRA-BAP mechanism for every new project to minimize impacts on biodiversity. Additionally, PHE has established conservation areas in 29 operational regions covering a total of 90.726,16 hectare.

5 Pengelolaan Sumber Daya Air Water Resource Management



Pentingnya Pengelolaan Topik:

Kegiatan eksplorasi dan produksi migas PHE membutuhkan air dalam jumlah signifikan serta menghasilkan air terproduksi yang dikategorikan sebagai limbah. Kondisi tersebut berpotensi berdampak negatif terhadap ketersediaan sumber daya air dan kualitas lingkungan di sekitar wilayah operasi.

Dampak dan Peluang:

Pengambilan air bersih dan pengelolaan air terproduksi dikelola melalui pengelolaan air untuk menjaga keberlanjutan sumber daya air, meningkatkan efisiensi operasional, serta mengurangi potensi biaya pemulihan lingkungan.

Target 2025:

- Menurunkan intensitas air sebesar 5% di area *water stress* (baseline 2020).
- Mempertahankan *water intensity* eksisting di lokasi *non water stressed area* (baseline 2020).

Kebijakan:

Pelaksanaan penatalayanan air mengacu pada Kebijakan Keberlanjutan PHE yang tertancum dalam Kebijakan HSSE dan Kebijakan Keberlanjutan.

Evaluasi dan Pengelolaan Dampak:

Kinerja penatalayanan air dievaluasi melalui penilaian pencapaian target Indeks Kinerja Utama (KPI) Direksi dan fungsi HSSE, pelaporan kinerja, serta audit berkala oleh Pertamina dan pihak eksternal independen. Audit dilaksanakan minimal satu kali dalam setahun. Berdasarkan hasil evaluasi 2025, PHE telah merealisasikan 34 program yang berfokus pada pengurangan pengambilan dan konsumsi air bersih di lingkungan operasi maupun produksi.

Importance of Topic Management:

PHE's oil and gas exploration and production activities require significant amounts of water and generate produced water, which is classified as wastewater. These conditions have the potential to negatively impact water resource availability and environmental quality in the areas surrounding its operations.

Impact and Opportunities:

The extraction of clean water and the management of produced water are managed through water management to ensure the sustainability of water resources, improve operational efficiency, and reduce potential environmental remediation costs.

Target 2025:

- Reduce water intensity by 5% in water-stressed areas (2020 baseline).
- Maintain existing water intensity in non-water-stressed areas (2020 baseline).

Kebijakan:

The implementation of water stewardship refers to PHE's Sustainability Policy as stipulated in the HSSE Policy and Sustainability Policy.

Evaluasi dan Pengelolaan Dampak:

Water management performance is evaluated through assessments of the achievement of Key Performance Indicator (KPI) targets set by the Board of Directors and HSSE functions, performance reporting, and periodic audits conducted by Pertamina and independent external parties. Audits are conducted at least once a year. Based on the 2025 evaluation results, PHE has implemented 34 programs focused on reducing the withdrawal and consumption of clean water in both operational and production environments.

6 Pengelolaan Limbah Waste Management



Pentingnya Pengelolaan Topik:

Kegiatan eksplorasi dan produksi migas PHE menghasilkan limbah yang berpotensi negatif terhadap lingkungan dan makhluk hidup di sekitar wilayah operasi, terutama limbah yang mengandung Bahan Berbahaya dan Beracun (B3). Pengelolaan limbah yang tidak optimal dapat menimbulkan risiko pencemaran lingkungan, gangguan operasional, serta peningkatan biaya pemulihan.

Dampak dan Peluang:

Dampak negatif limbah dapat berimplikasi pada peningkatan biaya pengelolaan dan pemulihan lingkungan, serta risiko gangguan produksi. Sebaliknya, penerapan pengelolaan limbah yang efektif memberikan peluang bagi PHE untuk menekan risiko lingkungan, meningkatkan efisiensi operasional, serta mengoptimalkan pemanfaatan limbah melalui prinsip *reduce, reuse, recycle, recovery* (4R) yang merupakan bagian dari keberlanjutan perusahaan.

Target 2025:

Waste circularity mencapai 45%.

Kebijakan:

Pengelolaan limbah di PHE dilaksanakan sesuai dengan Kebijakan HSSE yang tertuang dalam Kebijakan HSSE dan juga Kebijakan Keberlanjutan PHE.

Evaluasi dan Pengelolaan Dampak:

Kinerja pengelolaan limbah dievaluasi melalui penilaian pencapaian target Indeks Kinerja Utama (KPI) Direksi dan fungsi HSSE, pelaporan kinerja, serta audit berkala oleh Pertamina dan pihak eksternal independen. Audit dilaksanakan minimal satu kali dalam setahun. Berdasarkan hasil evaluasi 2025, PHE telah merealisasikan 10 inisiatif pengelolaan limbah B3 serta beberapa inisiatif pengelolaan limbah non-B3 yang diintegrasikan dengan program TJSL.

Importance of Topic Management:

PHE's oil and gas exploration and production activities generate waste that poses potential risks to the environment and living organisms in the vicinity of its operational areas, particularly waste containing Hazardous and Toxic Substances (B3). Suboptimal waste management can lead to risks of environmental pollution, operational disruptions, and increased remediation costs.

Impact and Opportunities:

The negative impacts of waste can lead to increased costs for waste management and environmental remediation, as well as the risk of production disruptions. Conversely, the implementation of effective waste management provides PHE with opportunities to mitigate environmental risks, improve operational efficiency, and optimize waste utilization through the principles of *reduce, reuse, recycle, and recovery* (4R), which are integral to the company's sustainability efforts.

Target 2025:

Waste circularity reached 45%.

Kebijakan:

Waste management at PHE is carried out in accordance with the HSSE Policy as outlined in the HSSE Policy and the PHE Sustainability Policy.

Evaluasi dan Pengelolaan Dampak:

Waste management performance is evaluated through an assessment of the achievement of Key Performance Indicator (KPI) targets set by the Board of Directors and the HSSE function, performance reporting, and periodic audits conducted by Pertamina and independent external parties. Audits are conducted at least once a year. Based on the 2025 evaluation results, PHE has implemented 10 hazardous waste management initiatives as well as several non-hazardous waste management initiatives integrated with the TJSL program.

7

Bisnis yang Bertanggung Jawab Responsible Business



Pentingnya Pengelolaan Topik:

Penerapan praktik bisnis yang bertanggung jawab menjadi fondasi dalam menjaga kepercayaan pemangku kepentingan serta memitigasi risiko hukum, reputasi, dan finansial yang dapat timbul akibat ketidakpatuhan atau pelanggaran etika bisnis.

Dampak dan Peluang:

Ketidakpatuhan terhadap regulasi maupun pelanggaran etika bisnis berpotensi menimbulkan dampak negatif bagi PHE, antara lain sanksi administratif, denda, tuntutan hukum, serta penurunan reputasi Perusahaan yang dapat berdampak pada kinerja finansial. Di sisi lain, penerapan bisnis yang bertanggung jawab membuka peluang bagi PHE untuk memperkuat governansi perusahaan, meningkatkan kepercayaan pemangku kepentingan, serta menciptakan iklim usaha yang sehat.

Target 2025:

GCG Implementation dengan target 94,5% (terdiri dari komponen COI, COC, Gratifikasi, Sosialisasi GCG, dan LHKPN KPK).

Kebijakan:

Kebijakan penerapan bisnis yang bertanggung jawab tertuang dalam Pedoman Perilaku dan Etika Bisnis/Code of Conduct.

Evaluasi dan Pengelolaan Dampak:

Evaluasi penerapan bisnis yang bertanggung jawab dilakukan melalui penilaian pencapaian KPI Direksi dan fungsi Corporate Secretary, pelaporan kinerja, serta audit berkala oleh Pertamina dan pihak eksternal independen. Audit GCG dan SMAP dilaksanakan minimal satu kali dalam setahun. Berdasarkan hasil evaluasi 2025, PHE tidak menghadapi sangkaan ketidakpatuhan yang signifikan terkait pelanggaran penerapan prinsip bisnis yang bertanggung jawab.

Importance of Topic Management:

The implementation of responsible business practices serves as the foundation for maintaining stakeholder trust and mitigating legal, reputational, and financial risks that may arise from non-compliance or violations of business ethics.

Impact and Opportunities:

Non-compliance with regulations or violations of business ethics have the potential to cause negative impacts on PHE, including administrative sanctions, fines, legal claims, and damage to the Company's reputation, which could affect its financial performance. On the other hand, the implementation of responsible business practices presents opportunities for PHE to strengthen corporate governance, enhance stakeholder trust, and foster a healthy business environment.

Target 2025:

GCG Implementation with a target of 94.5% (comprising the components of COI, COC, Gratuities, GCG Dissemination, and KPK LHKPN).

Policy:

Policies for the implementation of responsible business practices are outlined in the Code of Conduct.

Impact Assessment and Management:

The implementation of responsible business practices is evaluated through an assessment of the achievement of KPIs by the Board of Directors and the Corporate Secretary function, performance reporting, and periodic audits conducted by Pertamina and independent external parties. GCG and ABMS audits are conducted at least once a year. Based on the 2025 evaluation results, PHE has not faced any significant allegations of non-compliance related to violations of responsible business principles.

Dukungan Pada TPB

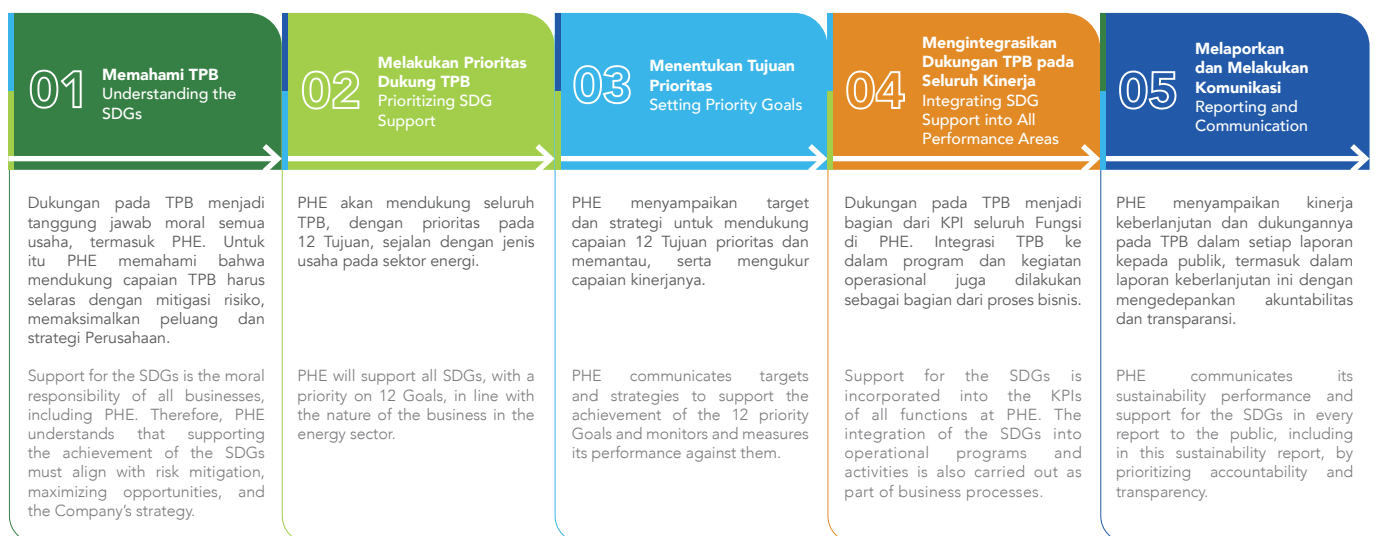
Sesuai fokus topik material, PHE melakukan identifikasi terhadap TPB yang relevan dan prioritas dalam penerapan kinerja keberlanjutan. Identifikasi dilakukan berdasarkan indikator dan target dalam Metadata Indikator TPB Kementerian PPN/Bappenas.

Tahapan penerapan SDG Compass:

Support for the SDGs

In line with the focus on material topics, PHE identifies relevant and prioritized SDGs in the sustainability implementation performance. Identification is based on indicators and targets in the Ministry of National Development Planning/Bappenas SDG Indicator Metadata.

Stages of SDG Compass implementation:



Dukungan Prioritas Pada TPB Priority Support for the SDGs



Target Bappenas Target Bappenas



- 3.8.1 Mendukung akses pelayanan kesehatan esensial, khususnya bagi kelompok rentan di sekitar wilayah operasi.
Support access to essential health services, particularly for vulnerable groups in the vicinity of operational areas.
- 3.9 Mengendalikan risiko kesehatan akibat paparan bahan berbahaya serta polusi udara, air, dan tanah melalui penerapan standar keselamatan, pengelolaan lingkungan, dan pengendalian operasional.
Managing health risks resulting from exposure to hazardous materials and air, water, and soil pollution through the implementation of safety standards, environmental management, and operational controls.

Realisasi 2025 | 2025 Realization

- Tercatat 100% pekerja telah melakukan MCU.
100% of workers have undergone medical check-ups.
- Sebanyak 42.270 karyawan dan keluarganya mendapatkan penanganan medis, termasuk bukan PAK.
A total of 42,270 employees and their families received medical treatment, including non-occupational diseases
- Perusahaan merealisasikan 171 program CID yang berfokus pada peningkatan akses layanan kesehatan, perbaikan gizi, serta peningkatan kualitas hidup masyarakat.
The Company implemented 171 CID programs focused on improving access to healthcare services, nutrition, and the quality of life for the community.

Target 2026 | 2026 Target

- 100% pelaksanaan MCU dan follow up MCU selama tahun berjalan.
100% implementation of MCU and MCU follow-ups during the current year.
- Sebanyak 159 program CID dilaksanakan untuk berfokus pada peningkatan akses layanan kesehatan, perbaikan gizi, serta peningkatan kualitas hidup masyarakat.
A total of 159 CID programs will be implemented, focusing on improving access to healthcare services, nutrition, and the quality of life for the community.



- 4.1.2 Memberikan dukungan terhadap pendidikan melalui program beasiswa bagi masyarakat adat di sekitar wilayah operasi.
Providing educational support through scholarship programs for indigenous communities in the areas surrounding our operations.

Realisasi 2025 | 2025 Realization

- Sebanyak 499 program CID dilaksanakan untuk meningkatkan akses dan kualitas pendidikan, termasuk pengembangan kapasitas, literasi, serta pelatihan keterampilan yang mendukung kemandirian masyarakat.
A total of 499 CID programs were implemented to improve access to and the quality of education, including capacity building, literacy, and skills training that support community self-reliance.

Target 2026 | 2026 Target

- Sebanyak 327 program CID dilaksanakan untuk meningkatkan akses dan kualitas pendidikan, termasuk pengembangan kapasitas, literasi, serta pelatihan keterampilan yang mendukung kemandirian masyarakat.
A total of 327 CID programs will be implemented to improve access to and the quality of education, including capacity building, literacy, and skills training that support community self-reliance.



- 5.1.1 Menjamin penerapan prinsip kesetaraan gender dan nondiskriminasi melalui kebijakan dan mekanisme pengelolaan sumber daya manusia.
Ensuring the implementation of the principles of gender equality and non-discrimination through human resource management policies and mechanisms.

Realisasi 2025 | 2025 Realization

- Melakukan pembaruan kebijakan *Respectful Workplace (RWP)* dan *Human Right* seiring dengan adanya perubahan Direktur Utama.
Update the Respectful Workplace (RWP) and Human Rights policies in line with the change of President Director.
- Melaksanakan sosialisasi Kebijakan RWP dan *Human Right* kepada karyawan.
Conducting dissemination on the RWP and Human Rights policies to employees.
- Melaksanakan *Employee Satisfaction Survey* dengan skala Likert 1-5 yang menunjukkan nilai 4,35 untuk hubungan industrial yang harmonis, 4,52 untuk kesetaraan gender dalam pengupahan, dan 4,60 untuk pemahaman terhadap kebijakan RWP.
Conducting an Employee Satisfaction Survey using a 1-5 Likert scale, reaching a score of 4.35 for harmonious industrial relations, 4.52 for gender equality in pay, and 4.60 for understanding of the RWP policy.
- Perusahaan menjalankan 154 program CID yang mendorong pemberdayaan perempuan, peningkatan kapasitas, serta penguatan peran perempuan dalam aktivitas ekonomi dan sosial secara inklusif.
The Company implemented 154 CID programs aimed at promoting women's empowerment, enhancing capacity building, and strengthening women's roles in economic and social activities in an inclusive manner.

Target 2026 | 2026 Target

- Melanjutkan pelaksanaan sosialisasi dan survei kepada karyawan guna memperoleh masukan terhadap lingkungan kerja dan kebijakan Perseroan.
Continue conducting awareness campaigns and surveys among employees to gather feedback on the work environment and the Company's policies.
- Mencapai nilai *Employee Satisfaction Survey* sebesar 4,20 untuk keseluruhan aspek penilaian.
Achieve an Employee Satisfaction Survey score of 4.20 for all assessment aspects.
- Perusahaan menjalankan 109 program CID yang mendorong pemberdayaan perempuan, peningkatan kapasitas, serta penguatan peran perempuan dalam aktivitas ekonomi dan sosial secara inklusif.
The Company will implement 109 CID programs aimed at promoting women's empowerment, enhancing capacity building, and strengthening women's roles in economic and social activities in an inclusive manner.



- 6.3.1(a) Memastikan kepatuhan pengolahan limbah cair agar diolah secara aman sesuai ketentuan dan standar lingkungan.
Ensure compliance with liquid waste management to ensure it is processed safely in accordance with environmental regulations and standards.

Realisasi 2025 | 2025 Realization

PHE telah melakukan pemantauan dan pengelolaan air limbah terproduksi secara *comply/taat* terhadap 667,4 ribu m³ air terproduksi.
PHE has monitored and managed the produced wastewater in compliance with regulations for approximately 667.4 cubic meters of produced water.

Target 2026 | 2026 Target

Melakukan pengelolaan air terproduksi dan limbah cair lainnya sesuai dengan regulasi berlaku dengan hasil pengolahan lebih baik dari ambang baku mutu yang dipersyaratkan. Target pengelolaan air limbah terproduksi adalah sebagai berikut:
Manage produced water and other liquid waste in accordance with applicable regulations, with treatment results exceeding the required quality standards. The targets for produced wastewater management are as follows:

- Area *offshore target oil content* adalah <50 mg/L.
Offshore area target for oil content is <50 mg/L.
- Area *onshore target oil content* adalah <25 mg/L.
Onshore area target for oil content is <25 mg/L.



- 7.2.1(a) Meningkatkan pemanfaatan energi terbarukan dalam kegiatan operasional dan program pemberdayaan masyarakat.
Increase the use of renewable energy in operational activities and community empowerment programs.
- 7.b.1 Meningkatkan pengembangan kapasitas pembangkit listrik dari energi terbarukan dalam kegiatan operasional dan program pemberdayaan masyarakat.
Increase the development of renewable energy power generation capacity in operational activities and community empowerment programs.

Realisasi 2025 | 2025 Realization

- Pemanfaatan energi terbarukan sebesar 12.329.685,54 GJ untuk kegiatan operasional.
Utilization of 12,329,685.54 GJ of renewable energy for operational activities.
- Sebanyak 38 program CID difokuskan pada pengembangan dan pemanfaatan energi terbarukan guna memperluas akses energi yang ramah lingkungan dan berkelanjutan bagi masyarakat.
A total of 38 CID programs focused on the development and utilization of renewable energy to expand access to environmentally friendly and sustainable energy for the community.

Target 2026 | 2026 Target

Sebanyak 25 program CID difokuskan pada pengembangan dan pemanfaatan energi terbarukan guna memperluas akses energi yang ramah lingkungan dan berkelanjutan bagi masyarakat.
A total of 25 CID programs focused on the development and utilization of renewable energy to expand access to environmentally friendly and sustainable energy for the community.



- 8.8 Memastikan kepesertaan jaminan sosial ketenagakerjaan bagi seluruh pekerja sesuai dengan peraturan perundang-undangan.
Ensuring participation in employment social security for all workers in accordance with laws and regulations.

Realisasi 2025 | 2025 Realization

Perusahaan merealisasikan 346 program CID yang bertujuan meningkatkan ekonomi masyarakat melalui pemberdayaan UMKM, penciptaan lapangan kerja, serta pengembangan kewirausahaan berbasis potensi lokal.
The Company implemented 346 CID programs aimed at boosting the community's economy through the empowerment of MSMEs, job creation, and the development of entrepreneurship based on local potential.

Target 2026 | 2026 Target

Sebanyak 280 CID program dilaksanakan yang bertujuan meningkatkan ekonomi masyarakat melalui pemberdayaan UMKM, penciptaan lapangan kerja, serta pengembangan kewirausahaan berbasis potensi lokal.
A total of 280 CID programs will be implemented to improve the community's economy through the empowerment of MSMEs, job creation, and the development of entrepreneurship based on local potential.



- 9.4.1.(a) Penurunan emisi gas rumah kaca sektor industri
Reduction of greenhouse gas emissions in the industrial sector
- 9.4.1.(b) Intensitas emisi sektor industri
Greenhouse gas emission intensity in the industrial sector

Realisasi 2025 | 2025 Realization

- Reduksi emisi GRK mencapai 1.619.564 ton CO₂eq
GHG emission reduction reached 1,619,564 Tons of CO₂eq.
- Intensitas emisi cakupan 1 dan cakupan 2 mencapai 0,049 ton CO₂eq/BOE.
Scope 1 and Scope 2 emissions intensity reached 0.049 tons of CO₂eq/BOE.

Target 2026 | 2026 Target

- Reduksi emisi GRK sebesar 1.300.000 ton CO₂e.
Reduction of GHG emissions by 1,300,000 tons of CO₂e.



- 12.4.1 (b) Mengendalikan konsumsi bahan perusak ozon dalam kegiatan operasional sesuai dengan peraturan yang berlaku.
Control the consumption of ozone-depleting substances in operational activities in accordance with applicable regulations.
- 12.4.2 Mengendalikan timbulan limbah B3 dan menjaga efektivitas penanganannya berdasarkan jenis pengelolaan.
Control the generation of hazardous waste and ensure the effectiveness of its handling based on the type of management.
- 12.5.1 (a) Memastikan kepatuhan pengelolaan limbah sesuai dengan ketentuan dan standar lingkungan.
Ensure compliance with waste management in accordance with environmental regulations and standards.
- 12.b.1 (a) Mengembangkan kapasitas masyarakat dalam penerapan pariwisata berkelanjutan yang mendukung penciptaan lapangan kerja dan produk lokal.
Build community capacity in the implementation of sustainable tourism that supports job creation and local products.

Realisasi 2025

- Pengelolaan limbah B3 mencapai 159.967,44 Ton.
Hazardous waste management reached 159.967,44 Tons.
- Sebanyak 433 program CID dilaksanakan dengan fokus pada pengelolaan limbah, efisiensi sumber daya, serta penerapan prinsip ekonomi sirkular dalam aktivitas masyarakat.
A total of 433 CID programs were implemented with a focus on waste management, resource efficiency, and the application of circular economy principles in community activities.

Target 2026

- 46% jumlah limbah yang dikelola (*reuse, recycle, dan recovery*) dari total seluruh timbulan limbah B3 dan sampah.
46% of the total waste generated, including hazardous waste (B3) and non-hazardous waste, was managed through reuse, recycling, and recovery.
- Sebanyak 333 program CID dilaksanakan dengan fokus pada pengelolaan limbah, efisiensi sumber daya, serta penerapan prinsip ekonomi sirkular dalam aktivitas masyarakat.
A total of 333 CID programs will be implemented with a focus on waste management, resource efficiency, and the application of circular economy principles in community activities.





13.2.2 (a) & (b) Mengendalikan dan mengurangi emisi gas rumah kaca.
Control and reduce greenhouse gas emissions.

Realisasi 2025 | 2025 Realization

- Reduksi emisi GRK sebesar 1.619.564 ton CO₂e.
Reduction of GHG emissions by 1,619,564 tons of CO₂e.
- Perusahaan menjalankan 239 program CID yang berkontribusi pada upaya mitigasi dan adaptasi perubahan iklim melalui pengurangan emisi, konservasi lingkungan, serta peningkatan ketahanan masyarakat terhadap risiko perubahan iklim.
The Company implemented 239 CID programs that contributed to climate change mitigation and adaptation efforts through emission reductions, environmental conservation, and enhancing community resilience to climate change risks.

Target 2026 | 2026 Target

- Reduksi emisi GRK sebesar 1.300.000 ton CO₂e.
Reduction of GHG emissions by 1,300,000 tons of CO₂e.
- Sebanyak 165 program CID dilaksanakan untuk berkontribusi pada upaya mitigasi dan adaptasi perubahan iklim melalui pengurangan emisi, konservasi lingkungan, serta peningkatan ketahanan masyarakat terhadap risiko perubahan iklim.
A total of 165 CID programs will be implemented to contributed to climate change mitigation and adaptation efforts through emission reductions, environmental conservation, and enhancing community resilience to climate change risks.



14.5.1 Melakukan kontribusi terhadap upaya konservasi kawasan laut di sekitar wilayah operasional.
Contribute to marine conservation efforts in the surrounding areas of our operational regions.

Realisasi 2025 | 2025 Realization

- PHE telah mengeluarkan dokumen Pra-BAP dimana dokumen ini adalah penilaian awal dari resiko kegiatan yang akan dilakukan terhadap keanekaragaman hayati sensitif. PHE telah merealisasikan 100% fasilitas baru yang telah mengimplementasikan BAP dengan orientasi NPI.
PHE has issued a Pre-BAP document, which serves as a preliminary assessment of the risks posed by planned activities to sensitive biodiversity areas. PHE has achieved 100% implementation of Biodiversity Action Plans (BAP) with a Net Positive Impact (NPI) orientation across all new facilities.
- Melakukan transplantasi terumbu karang dengan metode *artificial substrate* di Pulau Soop, Distrik Sorong Kepulauan, Kota Sorong, Provinsi Papua Barat Daya sebanyak 11.150 fragmen.
Conducted coral reef transplantation using the artificial substrate method on Soop Island, Sorong Islands District, Sorong City, Southwest Papua Province, involving 11,150 coral fragments.
- Konservasi Penyu Sisik (*eretmochelys imbricata*) dengan status IUCN *Critically Endangered* (CR) sebanyak 2.386 ekor di Pulau Sabira dan 545 ekor di SM Pulau Rambut, Kepulauan Seribu.
Conserved Hawksbill Turtles (*eretmochelys imbricata*), categorized as Critically Endangered (CR) by the IUCN, totaling 2,386 individuals on Sabira Island and 545 individuals in the Pulau Rambut Wildlife Sanctuary, Thousand Islands.
- Konservasi satwa endemik Pulau Kalimantan, yaitu Pesut Mahakam (*orcaella brevirostris*) dengan status IUCN *Endangered* (EN) sebanyak 65 ekor.
Conserved the endemic species of Kalimantan Island, the Mahakam Irrawaddy Dolphin (*orcaella brevirostris*), categorized as Endangered (EN) by the IUCN, totaling 65 individuals.

Target 2026 | 2026 Target

Meningkatkan implementasi *Biodiversity Action Plan* (BAP) berorientasi *Net Positive Impact* (NPI) pada fasilitas baru yang berada di significant impacted area hingga mencapai 70%.
Increase the implementation of Biodiversity Action Plans (BAP) with a Net Positive Impact (NPI) orientation at new facilities located in significantly impacted areas to reach 70%.





- 15.1.1 Mengelola dampak kegiatan operasional terhadap ekosistem daratan melalui penerapan rencana pengelolaan dan pemantauan lingkungan.
Manage the impact of operational activities on terrestrial ecosystems through the implementation of environmental management and monitoring plans.
- 15.1.2 Memastikan perlindungan kawasan lindung daratan dalam perencanaan dan pelaksanaan kegiatan operasional.
Ensure the protection of terrestrial protected areas in the planning and implementation of operational activities.
- 15.2.1 (a) Mencegah degradasi kawasan hutan di wilayah sekitar operasional melalui pengendalian dampak dan program lingkungan.
Preventing the degradation of forest areas in the vicinity of operations through impact control and environmental programs.
- 15.5.1 Meminimalisasi dampak kegiatan operasional terhadap keanekaragaman hayati melalui pengelolaan lingkungan.
Minimizing the impact of operational activities on biodiversity through environmental management.

Realisasi 2025 | 2025 Realization

Target 2026 | 2026 Target

- PHE telah mengeluarkan dokumen Pra-BAP dimana dokumen ini adalah penilaian awal dari resiko kegiatan yang akan dilakukan terhadap keanekaragaman hayati sensitive. PHE telah merealisasikan 100% fasilitas baru yang telah mengimplementasikan BAP dengan orientasi NPI. PHE has issued a Pre-BAP document, which serves as a preliminary assessment of the risks posed by planned activities to sensitive biodiversity areas. PHE has achieved 100% implementation of Biodiversity Action Plans (BAP) with a Net Positive Impact (NPI) orientation across all new facilities.
- Penanaman pohon dan mangrove di dalam area premises seluas 355 Ha, di luar area premises 114 Ha, Persetujuan Pemanfaatan Kawasan Hutan (PPKH) seluas 763 Ha, dan melalui program Corporate Social Responsibility (CSR) seluas 234 Ha.
Conducted tree and mangrove planting within the premises area covering 355 ha, outside the premises area covering 114 ha, within the Forest Area Utilization Approval (PPKH) area covering 763 ha, and through Corporate Social Responsibility (CSR) programs covering 234 ha.
- Taman Tematik Orchidarium di Kebun Raya Balikpapan melestarikan anggrek endemik Kalimantan melalui konservasi, perbanyakan, dan hibridisasi, sekaligus mengurangi pengambilan liar dari hutan.
The Orchidarium Thematic Park at the Balikpapan Botanical Garden preserves endemic Kalimantan orchids through conservation, propagation, and hybridization efforts, while also reducing illegal collection from forests.
- Konservasi Hutan Mangrove Badak LNG sebanyak 454.000 bibit yang tertanam yang berdampak meningkatkan serapan karbon dioksida dan memberdayakan masyarakat binaan.
Conserved Badak LNG mangrove forests through the planting of 454,000 seedlings, contributing to increased carbon dioxide absorption and the empowerment of local assisted communities.
- Konservasi multispecies di wilayah kerja Rokan untuk melindungi fauna dengan status IUCN *Critically Endangered* (CR) dari kepunahan, yaitu, 95 ekor Lutung Kokah (*Presbytis femoralis*), 77 ekor Gajah Sumatera (*Elephas maximus sumatranus*), 47 ekor Kekah (*Presbytis percura*), 3 ekor Harimau Sumatera (*Panthera tigris sumatrae*).
Conducted multispecies conservation in the Rokan working area to protect fauna categorized as Critically Endangered (CR) by the IUCN from extinction, including 95 Riau Pale-thighed Surili (*Presbytis femoralis*), 77 Sumatran Elephants (*Elephas maximus sumatranus*), 47 Riau Surili (*Presbytis percura*), and 3 Sumatran Tigers (*Panthera tigris sumatrae*).
- Konservasi satwa endemik Pulau Kalimantan, yaitu Orang Utan Kalimantan (*Pongo pygmaeus*) dengan status IUCN *Critically Endangered* (CR) sebanyak 6 ekor.
Conserved the endemic species of Kalimantan Island, the Bornean Orangutan (*Pongo pygmaeus*), categorized as Critically Endangered (CR) by the IUCN, totaling 6 individuals.

Meningkatkan implementasi Biodiversity Action Plan (BAP) berorientasi Net Positive Impact (NPI) pada fasilitas baru yang berada di significant impacted area hingga mencapai 70%.
Increase the implementation of Biodiversity Action Plans (BAP) with a Net Positive Impact (NPI) orientation at new facilities located in significantly impacted areas to reach 70%.



- 16.5.1 (a) Menerapkan sistem pencegahan korupsi melalui kebijakan, prosedur, dan mekanisme pengendalian internal.
Implement a corruption prevention system through policies, procedures, and internal control mechanisms.

Realisasi 2025 | 2025 Realization

Target 2026 | 2026 Target

GCG Implementation PHE = 100%
Sosialisasi GCG dan Antikorupsi = 46 kali.
GCG Implementation at PHE = 100%
GCG and Anti-Corruption Dissemination = 46 times.

GCG Implementation = 96,00%
Meningkatkan jumlah sosialisasi GCG dan Antikorupsi.
GCG Implementation = 96.00%
Increase the number of GCG and Anti-Corruption awareness campaigns.





Ambisi dan Strategi Keberlanjutan PHE

PHE's Sustainability Ambition and Strategy [OJK A.1]

PT Pertamina Hulu Energi Subholding Upstream (PHE) menjadikan keberlanjutan sebagai fondasi utama dalam operasional dan pertumbuhan bisnis di masa depan. Kami mewujudkan komitmen tersebut dengan menerapkan Kebijakan Keberlanjutan di 2025, guna mendorong kepatuhan kepada regulasi dan menciptakan nilai jangka panjang bagi pemangku kepentingan melalui pengembangan praktik keberlanjutan di seluruh bisnis.

PT Pertamina Hulu Energi Upstream Subholding (PHE) prioritizes sustainability as the cornerstone of its future operations and business growth. We fulfill this commitment by implementing the 2025 Sustainability Policy to ensure regulatory compliance and create long-term value for stakeholders through the development of sustainable practices across all business operations.





WANDA NATHALIA



Ambisi Keberlanjutan PHE

PHE Sustainability Ambition [GOV-1.C2]

Kebijakan Keberlanjutan PHE memperkuat ambisi PHE untuk menjadi perusahaan energi global yang terkemuka dan bereputasi baik serta diakui sebagai:

1. Perusahaan ramah lingkungan, yang menyediakan dan mempromosikan akses terhadap energi dan mendukung energi hijau guna menunjang agenda transisi iklim nasional, bertanggung jawab dalam mengatasi isu perubahan iklim, dan menjadi teladan dalam menjalankan sistem manajemen lingkungan yang terkait dengan kegiatannya;
2. Perusahaan yang bertanggung jawab secara sosial, dengan menerapkan standar tertinggi dalam praktik kesehatan dan keselamatan, menghormati dan melibatkan masyarakat sekitar untuk mendorong pembangunan sosial dan ekonomi berkelanjutan, mendukung dan menjunjung tinggi pengembangan karyawan, dan menghargai keberagaman serta prinsip-prinsip hak asasi manusia (HAM);
3. Perusahaan dengan tata kelola perusahaan yang baik, dengan memastikan kepatuhan terhadap semua persyaratan hukum yang ditetapkan di wilayah operasinya, menjunjung tinggi standar tertinggi praktik Tata Kelola Perusahaan yang Baik (GCG), serta menegakkan praktik antikorupsi dan antikecurangan untuk semua pemangku kepentingan dalam lini operasional Perusahaan.

PHE's Sustainability Policy reinforces PHE's ambition to become a leading, reputable global energy company recognized as:

1. An environmentally friendly company that provides and promotes access to energy and supports green energy to advance the national climate transition agenda, takes responsibility for addressing climate change issues, and serves as a model in implementing environmental management systems related to its operations;
2. A socially responsible company, applying the highest standards in health and safety practices, respecting and engaging local communities to promote sustainable social and economic development, supporting and upholding employee development, and valuing diversity and human rights principles;
3. A company with good corporate governance, ensuring compliance with all legal requirements established in its operational areas, upholding the highest standards of Good Corporate Governance (GCG) practices, and enforcing anti-corruption and anti-fraud practices for all stakeholders within the Company's operational lines.

Fokus Keberlanjutan [GOV-1.C4] [GOV-2.C1]

PHE menetapkan 11 fokus keberlanjutan yang diterjemahkan ke dalam inisiatif dan target terukur dalam mencapai ambisi dan menjalankan strategi keberlanjutan bersama entitas anak dan afiliasi.

Sustainability Focus [GOV-1.C4] [GOV-2.C1]

PHE has established 11 sustainability priorities that are translated into initiatives and measurable targets to achieve its ambitions and implement its sustainability strategy in collaboration with its subsidiaries and affiliates.

Inisiatif Perusahaan yang Ramah Lingkungan

Environmentally Friendly Company's Initiatives

Mengatasi Perubahan Iklim

Addressing Climate Change

Isu Keberlanjutan

Sustainability Issues

Emisi | Emission

Mengatasi emisi GRK dari stasioner dan sumber energi bergerak, pembangkitan listrik yang dibeli yang dikonsumsi, dan emisi tidak langsung lainnya, termasuk polusi udara (non-GRK), pengukuran dan pengurangan emisi metana.

Addressing GHG emissions from stationary and mobile energy sources, generation of electricity purchased and consumed, and other indirect emissions, including air pollution (non-GHG), measurement and reduction of methane emissions.



Dampak

Impact

Mendukung proses dekarbonisasi.
Supporting decarbonization process.

Mengurangi Jejak Lingkungan Reducing Environmental Footprint



Isu Keberlanjutan Sustainability Issues

Energi | Energy

Mengatasi dampak lingkungan yang terkait dengan konsumsi energi seperti intensitas energi atau campuran energi (menggabungkan bahan baku fosil dan sumber energi terbarukan). Seperti total penggunaan energi, total energi terbarukan, inisiatif untuk memulihkan lingkungan.
Addressing environmental impacts related to energy consumption such as energy intensity or energy mix (combining fossil fuels and renewable energy sources). Such as total energy use, total renewable energy, initiatives to restore the environment.



Dampak Impact

Meningkatkan efisiensi energi dan konservasi, komitmen pada EBT.
Improving energy efficiency and conservation, commitment to NRE.

Melindungi Keanekaragaman Hayati Protecting Biodiversity



Isu Keberlanjutan Sustainability Issues

Keanekaragaman Hayati | Biodiversity

Pengelolaan dampak Perusahaan terhadap ekosistem dan keanekaragaman hayati, seperti penggunaan lahan untuk eksplorasi dan eksploitasi, serta budidaya sumber daya alam, pengembangan proyek, konstruksi dan pendangkalan, upaya pencegahan dan remediasi setelah *decommissioning*.
Management of the Company's impacts on ecosystems and biodiversity, such as land use for exploration and exploitation, and cultivation of natural resources, project development, construction and silting, prevention and remediation efforts after decommissioning.



Dampak Impact

Mendukung program konservasi dan rehabilitasi.
Supporting conservation and rehabilitation programs.

Pengelolaan Air Water Management



Isu Keberlanjutan Sustainability Issues

Air dan Efluen | Water and Effluent

Upaya Perseroan dalam meningkatkan kualitas air, efisiensi konsumsi air dan pengelolaan air.
The Company's efforts in improving water quality, water consumption efficiency, and water management.



Dampak Impact

Mengurangi konsumsi dan buangan air.
Reduction of water consumption and waste.

Pengelolaan Limbah Waste Treatment



Isu Keberlanjutan Sustainability Issues

Limbah | Waste

Upaya Perseroan mengenai pengelolaan limbah, ekonomi sirkuler, efisiensi sumber daya.
The Company's efforts regarding waste management, circular economy, and resource efficiency.



Dampak Impact

Mengurangi intensitas pembuangan limbah.
Reduction in waste disposal intensity.



Perusahaan yang Bertanggung Jawab Sosial
Socially Responsible Company

Kesehatan dan Keamanan
Health and Safety



Isu Keberlanjutan
Sustainability Issues

Keselamatan dan Kesehatan Kerja (K3) | Occupational Health and Safety (OHS)

Kemampuan untuk menciptakan dan memelihara lingkungan tempat kerja yang aman dan sehat, sesuai dengan rencana manajemen keselamatan, sistem, dan kebijakan.
The ability to create and maintain a safe and healthy work environment, in accordance with safety management plans, systems, and policies.



Dampak Impact

Meningkatkan aspek keselamatan dan kesehatan.
Improving safety and health aspects.

Pencegahan Kecelakaan Besar
Major Accident Prevention



Isu Keberlanjutan
Sustainability Issues

Keselamatan dan Kesehatan Kerja (K3) | Occupational Health and Safety (OHS)

Penggunaan sistem manajemen dan perencanaan untuk mengidentifikasi dan meminimalisir terjadinya kemungkinan kecelakaan dan mengurangi keadaan darurat yang berdampak negatif pada eksternalitas lingkungan dan sosial.
The use of management and planning systems to identify and minimize the likelihood of accidents and reduce emergencies that may negatively impact environmental and social externalities.



Dampak Impact

Meningkatkan proses keamanan, pemantauan dan pelaporan peristiwa keselamatan.
Improving safety process, monitoring and reporting of safety events.

Perekrutan, Pengembangan, & Retensi Pekerja
Employee Recruitment, Development & Retention



Isu Keberlanjutan
Sustainability Issues

Pelatihan dan Pendidikan | Training and Education

Rekrutmen dan pengembangan pekerja serta manajemen bakat dan *employer branding*.
Employee recruitment and development as well as talent management and employer branding.



Dampak Impact

Mendukung hak asasi manusia, pengembangan kompetensi, dan meningkatkan retensi pekerja.
Supporting human rights, competency development, and improving employee retention.

Keterlibatan & Dampak Komunitas
Community Engagement & Impact



Isu Keberlanjutan
Sustainability Issues

Masyarakat Lokal | Local Community

Upaya Perseroan dalam meningkatkan pelibatan dengan komunitas, menjunjung tinggi hak asasi manusia, meningkatkan kemandirian masyarakat terhadap akses energi, menunjukkan kepedulian sebagai warga negara yang baik, dan memastikan kesetaraan gender.
The Company's efforts to enhance community engagement, uphold human rights, improve community self-reliance in access to energy, demonstrate care as a good corporate citizen, and ensure gender equality.



Dampak Impact

Meningkatkan akses energi untuk masyarakat dan investasi sosial.
Increasing energy access for communities and social investment.

Perusahaan dengan Tata Kelola yang Baik

Companies with Good Governance

Keamanan Siber

Cyber Security



Isu Keberlanjutan

Sustainability Issues

Privasi Pelanggan | Customer Privacy

Manajemen risiko untuk memastikan keamanan dan kerahasiaan data termasuk dari kebocoran data.
Risk management to ensure data security and confidentiality, including protection against data breaches.



Dampak Impact

Mengurangi risiko keamanan siber, meningkatkan telaah kebijakan dan evaluasi.
Conducting cybersecurity risks and enhancing policy review and evaluation.

Etika Perusahaan

Corporate Ethics



Isu Keberlanjutan

Sustainability Issues

Antikorupsi | Anti-Corruption

Pendekatan Perseroan untuk mengelola risiko dan peluang perilaku bisnis yang etis.
The Company's approach to managing the risks and opportunities of ethical business conduct.



Dampak Impact

Meningkatkan sistem manajemen tata kelola yang baik.
Improving good governance management system.

Penjelasan lebih rinci mengenai Sustainability Focus PHE dapat dilihat pada link berikut ini:
<https://phe.pertamina.com/en/sustainability/focus>

A more detailed explanation of PHE's Sustainability Focus can be found at the following link:
<https://phe.pertamina.com/en/sustainability/focus>





Penjelasan Strategi Keberlanjutan [OJK A.1][GRI 2-22]

Strategi keberlanjutan PHE disusun untuk mendukung tujuan Perseroan untuk mencapai ambisi Subholding Upstream Pertamina menjadi perusahaan minyak dan gas bumi kelas dunia serta dijalankan untuk menjamin keamanan pasokan dan akses energi di seluruh negeri dengan memperhatikan kesejahteraan para pemangku kepentingan dan keseimbangan aspek lingkungan, sosial, dan tata kelola (LST).

Strategi keberlanjutan PHE dibangun berdasarkan tiga pilar utama, yaitu Lingkungan, Sosial, dan Tata Kelola (LST). Pilar lingkungan menekankan pada pengelolaan sumber daya alam secara efisien, pengurangan emisi, serta pelestarian ekosistem dan keanekaragaman hayati. Di sisi sosial, PHE berfokus pada peningkatan kesejahteraan masyarakat melalui penciptaan lapangan kerja, pemberdayaan komunitas lokal, dan program-program tanggung jawab sosial yang berkelanjutan. Sementara itu, pilar tata kelola memastikan bahwa setiap aktivitas perusahaan dilaksanakan dengan prinsip transparansi akuntabilitas, dan integritas, sehingga mendukung reputasi PHE sebagai perusahaan migas kelas dunia.

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Strategi Keberlanjutan PHE disusun untuk tujuan jangka panjang yang diturunkan dalam tiga fase, yaitu fase fondasi (2020-2023), fase konsolidasi (2023-2025), dan fase akselerasi (2025-2030). Saat ini PHE memasuki fase konsolidasi dan bersiap menuju fase akselerasi, yang menekankan pada penguatan inisiatif keberlanjutan dan strategi LST.

Explanation of Sustainability Strategy [OJK A.1][GRI 2-22]

PHE's sustainability strategy is designed to support the Company's goal of achieving Pertamina Upstream Subholding's ambition to become a world-class oil and gas company and is implemented to ensure energy supply security and access nationwide while prioritizing stakeholder well-being and balancing environmental, social, and governance (ESG) aspects.

PHE's sustainability strategy is built upon three main pillars: Environment, Social, and Governance (ESG). The environmental pillar emphasizes the efficient management of natural resources, emission reduction, and the conservation of ecosystems and biodiversity. In the social aspect, PHE focuses on improving community wellbeing through job creation, empowering local communities, and implementing sustainable corporate social responsibility programs. Meanwhile, the governance pillar ensures that all company activities are conducted with principles of transparency, accountability, and integrity, thereby supporting PHE's reputation as a world-class oil and gas company.

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PHE's Sustainability Strategy is designed for long-term objectives, structured into three phases: the Foundation Phase (2020-2023), the Consolidation Phase (2023-2025), and the Acceleration Phase (2025-2030). Currently, PHE is entering the consolidation phase and preparing for the acceleration phase, which emphasizes strengthening sustainability initiatives and the ESG strategy.



Strategi dan Peta Jalan Keberlanjutan PHE's Sustainability Strategy and Roadmap

Fase Fondasi Foundation Phase 2020-2023

Mengembangkan model LST, meningkatkan kapasitas fungsi keberlanjutan.
Develop ESG model, increase the capacity of sustainability function.

Strategi Keberlanjutan

1. Pilar Lingkungan
Mengembangkan peta jalan *netzero*, melindungi keanekaragaman hayati, meningkatkan efisiensi energi, dan pengelolaan limbah.
2. Pilar Sosial
Mencegah kecelakaan major, meningkatkan pemberdayaan masyarakat dan dampaknya, melakukan rekrutmen, pengembangan, dan retensi pekerja.
3. Pilar Tata Kelola
Memperkuat landasan tata kelola.

Sustainability Strategy

1. Environmental Pillar
Develop a net zero roadmap, protect biodiversity, improve energy efficiency, and waste management.
2. Social Pillar
Preventing major accidents, increasing community empowerment and its impact, recruiting, developing, and retention employees.
3. Governance Pillar
Strengthening the governance foundation.

Fase Konsolidasi Consolidation Phase 2023-2025

Meneruskan dan memperkuat inisiatif keberlanjutan dan strategi LST.
Continue and strengthen sustainability initiatives and ESG strategy.

Strategi Keberlanjutan

1. Pilar Lingkungan
Meningkatkan inisiatif pengelolaan air dan limbah, mengurangi emisi non-GRK, dan melaksanakan program keanekaragaman hayati.
2. Pilar Sosial
Meningkatkan K3, memperluas akses energi ke komunitas, manajemen keselamatan proses, Program DEB, retensi tenaga kerja.
3. Pilar Tata Kelola
Meningkatkan keamanan data, keamanan siber, etika Perusahaan.

Sustainability Strategy

1. Environmental Pillar
Improve water and waste management initiatives, reduce non-GHG emissions, and systematize biodiversity programs.
2. Social Pillar
Improve OHS, expand energy access to communities, process safety management, DEB Programs, workforce retention.
3. Governance Pillar
Improve data security, cyber security, Corporate ethics.

Fase Akselerasi Acceleration Phase 2025-2030

Melanjutkan inisiatif dengan memperkuat 3 Pilar LST.
Continue the initiative by strengthening the 3 Pillars of ESG.

Strategi Keberlanjutan

1. Pilar Lingkungan
Melanjutkan inisiasi-inisiasi lingkungan menuju target *net zero emission* 2060.
2. Pilar Sosial
Melanjutkan inisiasi-inisiasi sosial khususnya pemberdayaan masyarakat dan ketenagakerjaan.
3. Pilar Tata Kelola
Melanjutkan inisiasi-inisiasi dalam memperkuat Tata Kelola Perusahaan.

Sustainability Strategy

1. Environmental Pillar
Continue environmental initiatives towards the 2060 net zero emission target.
2. Social Pillar
Continue social initiatives, especially community empowerment and employment.
3. Governance Pillar
Continue initiatives in strengthening Corporate Governance.

Kegiatan Membangun Budaya Keberlanjutan [OJK F.1]

Kami terus berupaya membangun budaya keberlanjutan. Selama 2025, ada beberapa langkah yang dijalankan guna membangun dan memperkuat budaya keberlanjutan antara lain, melakukan berbagai inisiatif keberlanjutan yang terintegrasi dengan proses bisnis PHE dan melibatkan pejabat tata kelola keberlanjutan dan seluruh pekerja di PHE melalui sosialisasi serta edukasi agar mereka memahami pentingnya keberlanjutan serta mendorong mereka berpartisipasi aktif dan memberikan kontribusi pada praktik-praktik Keberlanjutan. Upaya tersebut diwujudkan melalui berbagai program peningkatan kapasitas dan kesadaran keberlanjutan, seperti pelaksanaan pelatihan *Business Continuity Management*, penyelenggaraan pelatihan *Sustainability Awareness Learning* bagi pekerja PHE, serta penyebaran informasi dan kampanye keberlanjutan secara berkala melalui *email blast*.

Activities to Build a Culture of Sustainability [OJK F.1]

We continue to strive to build a culture of sustainability. Throughout 2025, several steps were taken to build and strengthen a culture of sustainability, including implementing various sustainability initiatives integrated into PHE's business processes and engaging sustainability management officials and all PHE employees through dissemination and education to help them understand the importance of sustainability and encourage them to actively participate and contribute to sustainable practices. These efforts were implemented through various capacity-building and sustainability awareness programs, including Business Continuity Management training, Sustainability Awareness Learning programs for PHE employees, and the regular dissemination of sustainability-related information and campaigns through email blasts.

Membangun Bisnis Bertanggung Jawab

Building a Responsible Business

Sebagai pengelola sumber daya energi strategis bagi Indonesia, PHE memikul tanggung jawab besar untuk memastikan pengelolaan dampak yang ditimbulkan dari kegiatan operasionalnya. Kami memastikan pelaksanaan visi menyediakan energi bagi seluruh negeri, dijalankan dengan tetap menjaga keseimbangan antara aspek sosial, lingkungan, dan tata kelola keberlanjutan.

Memperkuat Tata Kelola Keberlanjutan [GOV-2.C2]

PHE terus memperkuat governans keberlanjutan sebagai fondasi bagi bisnis yang bertanggung jawab. Setelah membentuk Komite Keberlanjutan di 2025, Perseroan menerbitkan dan menerapkan Kebijakan Keberlanjutan serta berbagai kebijakan pendukung lainnya dan berpartisipasi dalam berbagai inisiatif global. Melalui penerapan Kebijakan Keberlanjutan dan berbagai kebijakan lain, yang disampaikan terpisah di bagian lain Laporan ini, Perseroan terus mengidentifikasi, mengukur, dan mengelola setiap dampak, risiko maupun peluang dari kegiatan operasional yang dijalankan. Dengan demikian, kami dapat mengembangkan tindakan-tindakan yang dapat mengurangi dampak negatif dan memperbesar manfaat/dampak positif dari keberadaan PHE.

Struktur Tata Kelola dan Penanggung Jawab Keberlanjutan [OJK E.1] [GRI 2-9, 2-11] [GOV-1.C1]

PHE membangun struktur organisasi keberlanjutan yang mengikuti prinsip tata kelola korporasi berdasarkan Undang-Undang No. 40 Tahun 2007 tentang Perseroan Terbatas. Struktur tersebut terdiri dari Rapat Umum Pemegang Saham (RUPS), Dewan Komisaris, dan Direksi, dengan sistem tata kelola dua badan (*two-tier system*) yang memisahkan wewenang serta tanggung jawab secara jelas sesuai dengan fungsinya.

Direksi menjadi badan tertinggi tata kelola keberlanjutan dan bekerja dengan pengawasan dari Dewan Komisaris. Direksi bertanggung jawab atas penerapan keberlanjutan di seluruh aspek operasional Perseroan, termasuk dalam pengelolaan dampak perusahaan terhadap ekonomi, lingkungan, dan masyarakat. Periode bekerja dan keberagaman anggota Direksi, termasuk gender serta latar belakang kompetensinya, disampaikan dalam Laporan Tahunan PHE 2025. Direksi dibantu Komite Keberlanjutan yang dibentuk berdasarkan Surat Keputusan No. Kpts- 012 /PHE00000/2025-S0 tentang Komite Keberlanjutan dan Komite HSSE Subholding Upstream. Komite tersebut beranggotakan Direksi dan perwakilan berbagai fungsi di PHE serta Regional dan Anak Perusahaan Services.

Direksi memastikan keterlibatan seluruh Insan PHE pada semua tingkat jabatan dalam pengelolaan dampak operasi maupun penerapan keberlanjutan. Ada beberapa mekanisme yang dilakukan Direksi, baik administratif melalui penerbitan peraturan maupun teknis operasional dengan kunjungan lapangan. Selama 2025, Direksi telah menerbitkan 23 pedoman dan melakukan 61 kunjungan lapangan. [GOV-2.C4]

As the manager of Indonesia's strategic energy resources, PHE bears a significant responsibility to ensure the proper management of the impacts resulting from its operational activities. We ensure that our vision of providing energy for the entire nation is carried out while maintaining a balance between social, environmental, and sustainable governance aspects.

Strengthening Sustainability Governance [GOV-2.C2]

PHE continues to strengthen its sustainability governance as the foundation for responsible business practices. Following the establishment of the Sustainability Committee in 2025, the Company has issued and implemented its Sustainability Policy, along with various supporting policies, and has participated in numerous global initiatives. Through the implementation of the Sustainability Policy and various other policies, which are presented separately in other sections of this Report, the Company continues to identify, measure, and manage every impact, risk, and opportunity arising from its operational activities. In this way, we can develop actions that reduce negative impacts and amplify the benefits and positive impacts of PHE's presence.

Governance Structure and Sustainability Officers [OJK E.1] [GRI 2-9, 2-11] [GOV-1.C1]

PHE has established a sustainability organizational structure that adheres to corporate governance principles under Law No. 40 of 2007 on Limited Liability Companies. This structure consists of the General Meeting of Shareholders (GMS), the Board of Commissioners, and the Board of Directors, operating under a two-tier governance system that clearly separates authority and responsibilities according to their respective functions.

The Board of Directors serves as the highest body for sustainability governance and operates under the oversight of the Board of Commissioners. The Board of Directors is responsible for implementing sustainability across all operational aspects of the Company, including managing the Company's impacts on the economy, environment, and society. The tenure and diversity of Board members, including gender and professional backgrounds, are detailed in PHE's 2025 Annual Report. The Board of Directors is assisted by the Sustainability Committee, established pursuant to Decree No. Kpts-012/PHE00000/2025-S0 regarding the Sustainability Committee and the HSSE Committee of the Upstream Subholding. The Committee comprises members of the Board of Directors and representatives from various functions within PHE, as well as Regions and Service Subsidiaries.

The Board of Directors ensures the involvement of all PHE personnel at all job levels in managing operational impacts and implementing sustainability. The Board of Directors employs several mechanisms, both administrative through the issuance of regulations and technical-operational through field visits. During 2025, the Board of Directors issued 23 guidelines and conducted 61 field visits. [GOV-2.C4]

Struktur Tata Kelola Keberlanjutan dan Komite Keberlanjutan

Sustainability Governance Structure and Sustainability Committee [GRI 2-9] [GOV-1.A1]

Komite Keberlanjutan

Sustainability Committee

Ketua Komite dan Anggota Komite Keberlanjutan berwenang untuk memutuskan dan memberi arahan atas ambisi, strategi, roadmap, kebijakan, inisiatif serta ukuran kinerja terkait penerapan Aspek Keberlanjutan.

The Chair and Members of the Sustainability Committee are authorized to make decisions and provide guidance on the ambitions, strategies, roadmaps, policies, initiatives, and performance metrics related to the implementation of sustainability aspects.

Direktur Perencanaan Strategis, Portofolio, dan Commercial Director of Strategic Planning, Portfolio, and Commercial

Kebijakan, peta jalan, dan strategi jangka panjang; Fokus pada materialitas dan keberlanjutan; Strategi bisnis, Kurva Biaya Pengurangan Marginal (MACC); Kesehatan dan keselamatan. Policy, roadmap and long-term strategy; Materiality sustainability focus; Business strategic, Marginal Abatement Cost Curve (MACC); Health and safety.

Direktur Pengembangan & Produksi Director of Development & Production

Dekarbonisasi & proyek ramah lingkungan; Perubahan iklim; Integritas sumur dan sistem manajemen; Manajemen sumur lepas pantai; Kesehatan dan keselamatan; Pencegahan kecelakaan besar; Keselamatan proses. Decarbonization & green project; Climate change; Well integrity and management system; Offshore well management; Health and safety; Prevention major accident; Process safety.

Direktur Eksplorasi Director of Exploration

Meminimalkan dampak lingkungan dalam kegiatan eksplorasi; Kesehatan dan keselamatan. Minimizing environmental footprints in exploration activities; Health and safety.

Direktur SDM & Penunjang Bisnis Director of Human Capital & Corporate Service

Keberagaman; Hak asasi manusia; Inklusivitas; Perekrutan, retensi, dan pengembangan karyawan; Keamanan siber; Pengadaan ramah lingkungan; Standar pemasok yang bertanggung jawab secara sosial; Kesehatan dan keselamatan. Diversity; Human rights; Inclusivity; Employee recruitment, retention & development; Cyber security; Green procurement; Social supplier standards; Health and safety.

Direktur Keuangan Director of Finance

Pembiayaan berkelanjutan; Penandaan anggaran keberlanjutan; Kesehatan dan keselamatan. Sustainable financing; Sustainability budget tagging; Health and safety.

Direktur Investasi dan Pengembangan Bisnis Director of Investment and Business Development

Merger dan akuisisi ramah lingkungan; Pengembangan bisnis rendah karbon dan energi terbarukan. Green merger & acquisitions; Low carbon business & renewable energy development.

Direktur Manajemen Risiko Director of Risk Management

Pengelolaan risiko terkait iklim; Pengelolaan risiko perusahaan; Kesehatan dan keselamatan. Climate-related risk management; Corporate risk management; Health and safety.



Komite Keberlanjutan dipimpin Direktur Utama dan beranggotakan tujuh Direksi, didukung dengan beberapa fungsi.

The Sustainability Committee is chaired by the CEO and consists of seven Board members, supported by several functions.

Keanggotaan Direksi Komite Keberlanjutan PHE Membership of the PHE Sustainability Committee

Ketua Komite Committee Chair	Direktur Utama Chief Executive Officer
Anggota Komite Committee Member	<ul style="list-style-type: none"> • Direktur Perencanaan Strategis, Portofolio, dan Commercial Director of Strategic Planning, Portfolio & Commercial • Direktur Pengembangan dan Produksi Director of Development and Production • Direktur Eksplorasi Director of Exploration • Direktur SDM dan Penunjang Bisnis Director of HR and Business Support • Direktur Keuangan Director of Finance • Direktur Investasi dan Pengembangan Bisnis Director of Investment and Business Development • Direktur Manajemen Risiko Director of Risk Management

Adapun pejabat lain di Perseroan yang menjadi anggota Komite Keberlanjutan adalah Sekretaris Perseroan; VP HSSE; VP Upstream Innovation; Direktur Regional 1-5, PT Pertamina Drilling Services Indonesia (PDSI), PT Elnusa Tbk, PT Badak NGL, Direktur Utama Anak Perusahaan dan Afiliasi. Dengan demikian, keanggotaan Komite Keberlanjutan cukup beragam, baik dari gender, bidang keahlian/kompetensi terkait pengelolaan dampak, maupun representasi dari pemegang saham, yakni PT Pertamina (Persero). Namun demikian, Komite Keberlanjutan Perseroan bersifat internal sehingga tidak ada anggota yang mewakili kelompok sosial tertentu dari pihak eksternal.

Other officers of the Company who are members of the Sustainability Committee include the Corporate Secretary; VP HSSE; VP Upstream Innovation; Regional Directors 1-5, PT Pertamina Drilling Services Indonesia (PDSI), PT Elnusa Tbk, PT Badak NGL, and CEOs of Subsidiaries and Affiliates. Thus, the membership of the Sustainability Committee is quite diverse, both in terms of gender, fields of expertise/competence related to impact management, and representation of the shareholder, namely PT Pertamina (Persero). However, the Company's Sustainability Committee is an internal party, so there are no members representing specific external social groups.

Pejabat Tertinggi Tata Kelola Keberlanjutan

Direktur Utama Perseroan juga bertindak sebagai pejabat tertinggi tata kelola keberlanjutan. Kami memastikan tidak ada konflik kepentingan dalam jabatan selaku pejabat tertinggi tata kelola keberlanjutan dengan jabatan Direktur Utama, melalui beberapa upaya, di antaranya:

1. Menerapkan Pedoman Benturan Kepentingan No. A-013-008/PHE01000/2023-S9;
2. Menerapkan Pedoman Etika Usaha dan Etika Kerja (Code of Conduct) No. A13-005/PHE01000/2023-S9;
3. Menerapkan Pedoman Pengangkatan dan/atau Pemberhentian Anggota Direksi dan/atau Dewan Komisaris Anak Perusahaan, Cucu Perusahaan serta Afiliasi PT Pertamina Hulu Energi;
4. Pernyataan komitmen anti benturan kepentingan pada aplikasi *Compliance Online System* (COMPOLS) setiap tahunnya;
5. Penandatanganan Pakta Integritas pada saat awal menjabat dan pada setiap pengambilan keputusan pada dokumen persetujuan direksi secara sirkuler;
6. Sosialisasi pada Onboarding Direksi Perseroan dan melalui *broadcast* rutin terkait dengan anti benturan kepentingan.

Highest-Ranking Sustainability Governance Officer

The Company's Chief Executive Officer (CEO) also serves as the highest-ranking sustainability governance officer. We ensure there are no conflicts of interest between the role of highest-ranking sustainability governance officer and the role of CEO through several measures, including:

1. Implementing the Conflict of Interest Guidelines No. A-013-008/PHE01000/2023-S9;
2. Implementing the Business Ethics and Work Ethics Guidelines (Code of Conduct) No. A13-005/PHE01000/2023-S9;
3. Implementing the Guidelines for the Appointment and/or Dismissal of Members of the Board of Directors and/or Board of Commissioners of Subsidiaries, Grandchildren Companies, and Affiliates of PT Pertamina Hulu Energi;
4. Annual declaration of commitment to conflict of interest prevention via the Compliance Online System (COMPOLS);
5. Signing of the Integrity Pact upon assuming office and upon every decision-making process in the Board of Directors' circular approval documents;
6. Conducting awareness sessions during the onboarding of the Company's Board of Directors and through regular broadcasts regarding anti-conflict of interest.

Nominasi dan Seleksi Keanggotaan Badan Tertinggi Tata Kelola Keberlanjutan [GRI 2-10]

Berdasarkan pada Peraturan Menteri Badan Usaha Milik Negara Republik Indonesia No. PER- 05/MBU/04/2021, dan Peraturan Presiden No. 98 Tahun 2021 Perusahaan membentuk Komite Keberlanjutan yang diketuai oleh Direktur Utama dan berisikan 7 anggota. Proses nominasi dan seleksi Direksi Utama sebagai badan tata kelola keberlanjutan tertinggi mengacu pada Surat Keputusan No. Kpts-04/C00000/2025-S0 tanggal 21 Maret 2025 tentang Komite Keberlanjutan PT Pertamina (Persero), yang sekaligus mengatur tentang tugas dan tanggung jawab masing-masing kedudukan dalam komite. Penjelasan lebih lengkap terkait kriteria nominasi Direksi dapat dilihat pada Laporan Tahunan PHE 2025.

Peran Badan Tertinggi Tata Kelola Keberlanjutan Mengawasi Pengelolaan Dampak [GRI 2-12] [GOV-1.C3]

Direksi dengan pengawasan Dewan Komisaris dan bersama pejabat eksekutif senior lain di Perseroan, secara triwulanan bertemu untuk membahas terkait pembangunan, persetujuan, dan pembaharuan dari tujuan, nilai, maupun misi Perseroan; serta strategi, kebijakan, dan tujuan yang berkaitan dengan pembangunan berkelanjutan PHE. Di 2025, PHE menerbitkan dan memperbaharui beberapa kebijakan:

1. Kebijakan untuk Menjamin Hak Asasi Manusia dalam Bisnis Pertamina Hulu Energi, tertanggal 24 Juli 2025;
2. Kebijakan Lingkungan Kerja yang Menghargai Keberagaman, Kesetaraan dan Inklusi di Pertamina Hulu Energi, tertanggal 24 Juli 2025;
3. Kebijakan Health, Safety, Security & Environment (HSSE), tertanggal 28 Juli 2025;
4. Kebijakan Keberlanjutan, tertanggal 27 Agustus 2025.

Pengelolaan dampak dari kegiatan operasional dijalankan PHE dengan menerapkan standar nasional maupun internasional (ISO), di antaranya ISO 55001:2014 Sistem Manajemen Aset untuk pengelolaan aset hulu migas secara efektif dan efisien agar lebih andal, pembiayaan yang optimal, dan memastikan keberlanjutan investasi aset Perseroan. Secara berkala, kami melakukan sertifikasi sebagai bagian dari uji tuntas untuk memastikan pemenuhan standar. Direksi memastikan seluruh proses berjalan dengan benar, sejak penunjukan pihak independen sebagai penilai, proses penilaian, dan pelaporan hasil penilaian. Di 2025, terdapat beberapa kegiatan resertifikasi standar ISO yang dilakukan, yakni:

1. ISO 9001:2015 Sistem Manajemen Mutu.
2. ISO 27001:2013 Sistem Manajemen Keamanan Informasi.
3. ISO 37001:2016 Sistem Manajemen Anti Penyuapan.
4. ISO 41001:2018 Sistem Manajemen Fasilitas.
5. ISO 55001:2014 Sistem Manajemen Aset.
6. ISO 22301:2019 Sistem Manajemen Kesiambungan Bisnis.
7. ISO 14001:2015 Sistem Manajemen Lingkungan.
8. ISO 45001:2018 Sistem Manajemen Kesehatan dan keselamatan Kerja.
9. ISO 50001:2018 Sistem Manajemen Energi.
10. ISO 17025:2017 Sistem Manajemen Mutu Laboratorium dan Kalibrasi.
11. ISO 20000-1:2018 Sistem Teknologi Informasi.

Nomination and Selection of Members of the Highest Sustainability Governance Body [GRI 2-10]

Based on Regulation of the Minister of State-Owned Enterprises of the Republic of Indonesia No. PER-05/MBU/04/2021, and Presidential Regulation No. 98 of 2021, the Company established a Sustainability Committee chaired by the President Director and comprising 7 members. The nomination and selection process for the President Director as the highest sustainability governance body refers to Decree No. Kpts-04/C00000/2025-S0 dated March 21, 2025, regarding the Sustainability Committee of PT Pertamina (Persero), which also regulates the duties and responsibilities of each position within the committee. Further details regarding the criteria for Board of Directors nominations can be found in the PHE 2025 Annual Report.

Role of the Highest Sustainability Governance Body in Overseeing Impact Management [GRI 2-12] [GOV-1.C3]

The Board of Directors, under the supervision of the Board of Commissioners and together with other senior executives of the Company, meets quarterly to discuss the development, approval, and updating of the Company's objectives, values, and mission; as well as strategies, policies, and objectives related to PHE's sustainable development. In 2025, PHE issued and updated several policies:

1. Policy to Ensure Human Rights in Pertamina Hulu Energi's Business, dated July 24, 2025;
2. Policy on a Work Environment that Values Diversity, Equity, and Inclusion at Pertamina Hulu Energi, dated July 24, 2025;
3. Health, Safety, Security & Environment (HSSE) Policy, dated July 28, 2025;
4. Sustainability Policy, dated August 27, 2025.

PHE manages the impacts of its operational activities by implementing national and international standards (ISO), including ISO 55001:2014 Asset Management System, to ensure the effective and efficient management of upstream oil and gas assets, thereby enhancing reliability, optimizing financing, and ensuring the sustainability of the Company's asset investments. We undergo periodic certification as part of our due diligence to ensure compliance with standards. The Board of Directors ensures that all processes are carried out properly, from the appointment of an independent party as the assessor, through the assessment process, to the reporting of assessment results. In 2025, there were several ISO standard recertification activities, namely:

1. ISO 9001:2015 Quality Management System.
2. ISO 27001:2013 Information Security Management System.
3. ISO 37001:2016 Anti-Bribery Management System.
4. ISO 41001:2018 Facility Management System.
5. ISO 55001:2014 Asset Management System.
6. ISO 22301:2019 Business Continuity Management System.
7. ISO 14001:2015 Environmental Management System.
8. ISO 45001:2018 Occupational Health and Safety Management System.
9. ISO 50001:2018 Energy Management System.
10. ISO 17025:2017 Quality Management System for Testing and Calibration Laboratories.
11. ISO 20000-1:2018 Information Technology Service Management.

Setiap tahun, Perseroan melalui Fungsi Internal Audit menetapkan rencana *assurance* (*Annual Audit Plan*) yang disusun berdasarkan *Top Corporate Risk*, *Management Concern*, *Audit Historical*, *Program Strategis* (RKAP), dan *Fraud Risk Identification*. Kegiatan *assurance* (audit/asesmen/evaluasi) termasuk yang di luar *Annual Audit Plan*, dilaksanakan untuk memastikan pengelolaan dampak dari kegiatan operasi telah dilaksanakan sesuai standar yang ditetapkan. Uraian tentang pelaksanaan audit selama 2025 disampaikan dalam Laporan Tahunan PHE 2025. Dalam kondisi tertentu, Direksi juga dapat terlibat langsung dalam proses evaluasi pengelolaan dampak kegiatan operasional guna memastikan efektivitas pelaksanaan, seperti bila terjadi penanganan insiden tumpahan minyak maupun insiden skala besar lainnya. [GOV-1.A3]

Direksi selaku Komite Keberlanjutan melakukan pertemuan berkala dengan Dewan Komisaris maupun dengan pejabat eksekutif yang lain. Pertemuan dilakukan untuk membahas berbagai hal dari evaluasi penerapan keberlanjutan dan pengelolaan dampak kegiatan operasional. Selama 2025, Direksi melakukan rapat 27 kali dengan Dewan Komisaris, 77 kali dengan komite-komite di bawah Dewan Komisaris, dan 7 kali dengan Komite Keberlanjutan, serta beberapa kali dengan pejabat eksekutif Perseroan. Pengungkapan informasi mengenai pelaksanaan rapat dimaksud disampaikan dalam Laporan Tahunan PHE 2025. [GOV-1.C5]

Pendelegasian Tanggung Jawab Pengelolaan Dampak [GRI 2-13]

Komite Keberlanjutan memiliki kewenangan dalam pengelolaan aspek-aspek keberlanjutan, termasuk pengelolaan dampak dari kegiatan operasional. Setiap bulan, Komite Keberlanjutan mengadakan pertemuan. Dalam pertemuan tersebut, masing-masing Penanggung Jawab Bidang akan menyampaikan laporan kinerja pengelolaan dampak kegiatan operasional dan aspek-aspek keberlanjutan lain kepada Direktur Utama sebagai Ketua Komite. Selama 2025, total Komite Keberlanjutan melakukan rapat sebanyak 7 kali.

Peran Badan Tertinggi Governans Keberlanjutan dalam Laporan Keberlanjutan [GRI 2-14]

Direksi memiliki peran strategis dalam penyusunan Laporan Keberlanjutan. Salah satunya meninjau dan memberikan persetujuan atas informasi yang dilaporkan dalam topik material yang ditetapkan. Proses tinjauan dan persetujuan disampaikan dengan memberikan dokumen proses penetapan topik material yang di dalamnya menyertakan isu-isu keberlanjutan sepanjang periode pelaporan. Bila dipandang perlu, Direksi dapat mengubah topik material dan informasi yang disampaikan. Berdasarkan evaluasi yang dilakukan, Direktur Keuangan telah memberikan persetujuan atas 7 topik material dalam Laporan Keberlanjutan Tahun 2025.

Direksi juga berperan penting dalam proses penjaminan Laporan Keberlanjutan. Direktur Keuangan telah memberikan persetujuan atas penunjukan pihak ketiga sebagai penjamin/assuror dan memastikan penjamin yang ditunjuk independen, serta tidak memiliki hubungan kerja lain dengan Perseroan yang dapat menimbulkan konflik kepentingan. [GOV-1.A4]

Each year, the Company, through the Internal Audit Function, establishes an assurance plan (*Annual Audit Plan*) prepared based on *Top Corporate Risks*, *Management Concerns*, *Audit Historical records*, *Strategic Programs* (RKAP), and *Fraud Risk Identification*. Assurance activities (audits/assessments/evaluations), including those conducted outside the *Annual Audit Plan*, are carried out to ensure that the management of operational impacts has been implemented in accordance with established standards. [GOV-1.A3]

The Board of Directors, acting as the Sustainability Committee, holds regular meetings with the Board of Commissioners and other executive officers. These meetings are held to discuss various matters related to the evaluation of sustainability implementation and the management of the impacts of operational activities. During 2025, the Board of Directors held 27 meetings with the Board of Commissioners, 77 meetings with committees under the Board of Commissioners, and 7 meetings with the Sustainability Committee, as well as several meetings with the Company's executive officers. Information regarding the implementation of these meetings is disclosed in the PHE 2025 Annual Report. [GOV-1.C5]

Delegation of Responsibility for Impact Management [GRI 2-13]

The Sustainability Committee is responsible for managing sustainability aspects, including the management of the impact of operational activities. The Sustainability Committee holds monthly meetings where each person in charge of a specific area presents a performance report on the management of the impacts of operational activities and other sustainability aspects to the CEO, who serves as the Committee Chair. In 2025, the Sustainability Committee held a total of 7 meetings.

The Role of the Highest Sustainability Governance Body in the Sustainability Report [GRI 2-14]

The Board of Directors plays a strategic role in the preparation of the Sustainability Report. One of these roles is to review and approve the information reported on the identified material topics. The review and approval process is conducted by providing a document outlining the material topic determination process, which includes sustainability issues throughout the reporting period. If deemed necessary, the Board of Directors may amend the material topics and the information provided. Based on the evaluation conducted, the Chief Financial Officer has approved 7 material topics in the 2025 Sustainability Report.

The Board of Directors also plays a crucial role in the assurance process of the Sustainability Report. The Chief Financial Officer has approved the appointment of a third party as the assessor, ensuring that the appointed assessor is independent and has no other business relationships with the Company that could give rise to a conflict of interest. [GOV-1.A4]

Pencegahan Benturan Kepentingan [GRI 2-15]

Perseroan menerapkan Pedoman Konflik Kepentingan No. A-013-008/PHE01000/2023-S9, sebagai panduan resmi bagi seluruh Insan PHE dalam mencegah dan memitigasi potensi konflik kepentingan. Salah satu langkah strategis PHE mencegah konflik kepentingan adalah memastikan di antara anggota Direksi, anggota Dewan Komisaris, maupun antara anggota Direksi dengan anggota Dewan Komisaris, tidak memiliki hubungan sedarah/semenda sampai derajat ketiga dan hubungan finansial. Adapun hubungan antara anggota Direksi dan anggota Dewan Komisaris dengan PT Pertamina (Persero) sebagai pemegang saham adalah hubungan pekerjaan, kecuali untuk Komisaris Independen. Selama 2025, tidak ada pelanggaran terkait konflik kepentingan yang melibatkan anggota Direksi, anggota Dewan Komisaris, maupun pemangku kepentingan yang lain.

Pengetahuan Kolektif dan Pengembangan Kompetensi Badan Tertinggi Governans

[OJK E.2] [GRI 2-17] [GOV-1.A6]

PHE menegaskan komitmennya terhadap peningkatan pengetahuan kolektif dan pengembangan kompetensi terkait keberlanjutan kepada anggota Direksi dan Dewan Komisaris. Pendekatan komprehensif yang diterapkan PHE mencakup berbagai kegiatan, seperti pelatihan eksekutif, program pendidikan formal, seminar, hingga partisipasi dalam konferensi berskala nasional maupun internasional. Sepanjang 2025, anggota Direksi dan Dewan Komisaris telah mengikuti program pengembangan kompetensi keberlanjutan, antara lain HSSE *Culture Training*, *Corporate Life Saving Rules* (CLSR), *Respectful Workplace*, *Pelindungan Data Pribadi*, dan *Fraud Awareness*.

Mereka yang telah mengikuti kegiatan tersebut, akan berbagi pengetahuan kepada anggota Direksi dan Dewan Komisaris yang lain sehingga secara kolektif bersama-sama memiliki peningkatan kompetensi. Pengungkapan informasi mengenai kegiatan pengembangan kompetensi yang diikuti anggota Direksi dan Dewan Komisaris secara lebih lengkap disampaikan dalam Laporan Tahunan PHE 2025.

Beberapa kegiatan lainnya dalam rangka meningkatkan keahlian dan kompetensi Direksi dalam pembangunan berkelanjutan yang dilaksanakan pada 2025, antara lain:

1. Direksi PHE menjadi narasumber dalam kegiatan Asia Pacific Oil & Gas Conference and Exhibition (APOGCE) 2025 di Jakarta.
2. Direksi PHE menjadi narasumber dalam kegiatan Plenary Session - IPA 2025 di Jakarta.
3. Direksi PHE menjadi narasumber dalam acara Webinar Aliansi Jurnalis Energi Indonesia - Menakar Potensi Bisnis CCS/CCUS di Indonesia di Jakarta.
4. Direksi PHE menjadi narasumber dalam acara Energy Insights Forum Gas Outlook di Jakarta.
5. Direksi PHE menjadi narasumber dalam acara Seminar Nasional (INDEF) - Menakar Arah Industri Gas Bumi Nasional: Refleksi Tata Kelola dan Prospek Ketahanan Energi ke Depan sesuai Kebijakan Energi Nasional di Jakarta.

Prevention of Conflicts of Interest [GRI 2-15]

The Company implements Conflict of Interest Guideline No. A-013-008/PHE01000/2023-S9 as the official guide for all PHE personnel in preventing and mitigating potential conflicts of interest. One of PHE's strategic measures to prevent conflicts of interest is ensuring that among members of the Board of Directors and the Board of Commissioners, or between members of the Board of Directors and the Board of Commissioners, there are no blood or marital relations up to the third degree and no financial relationships. As for the relationship between members of the Board of Directors and the Board of Commissioners with PT Pertamina (Persero) as the shareholder, is a work relationship, except for Independent Commissioners. Throughout 2025, there were no violations related to conflicts of interest involving members of the Board of Directors, members of the Board of Commissioners, or other stakeholders.

Collective Knowledge and Competency Development of the Highest Governance Body

[OJK E.2] [GRI 2-17] [GOV-1.A6]

PHE reaffirms its commitment to enhancing the collective knowledge and developing competencies related to sustainability among members of the Board of Directors and the Board of Commissioners. The comprehensive approach implemented by PHE encompasses various activities, such as executive training, formal education programs, seminars, and participation in national and international conferences. Throughout 2025, members of the Board of Directors and Board of Commissioners have participated in sustainability competency development programs, including HSSE Culture Training, Corporate Life Saving Rules (CLSR), Respectful Workplace, Personal Data Protection, and Fraud Awareness.

Those who have participated in these activities will share their knowledge with other members of the Board of Directors and Board of Commissioners, thereby collectively enhancing their competencies. A more detailed disclosure of the competency development activities attended by members of the Board of Directors and Board of Commissioners is provided in PHE's 2025 Annual Report.

Other activities aimed at enhancing the Board of Directors' expertise and competencies in sustainable development, conducted in 2025, include:

1. PHE's Board of Directors served as speakers at the Asia Pacific Oil & Gas Conference and Exhibition (APOGCE) 2025 in Jakarta.
2. PHE's Board of Directors served as speakers at the Plenary Session - IPA 2025 in Jakarta.
3. PHE's Board of Directors served as speakers at the Indonesian Energy Journalists Alliance Webinar - Assessing the Business Potential of CCS/CCUS in Indonesia in Jakarta.
4. PHE's Board of Directors served as speakers at the Energy Insights Forum Gas Outlook in Jakarta.
5. PHE's Board of Directors served as speakers at the National Seminar (INDEF) - Assessing the Direction of the National Natural Gas Industry: Reflections on Governance and Prospects for Future Energy Security in Line with National Energy Policy in Jakarta.



Evaluasi Kinerja Badan Tertinggi Governans Keberlanjutan [GRI 2-18]

Evaluasi kinerja Direksi sebagai badan tertinggi tata kelola keberlanjutan dan Dewan Komisaris sebagai fungsi pengawasan, mengacu pada Keputusan Sekretaris Kementerian Badan Usaha Milik Negara No. SK-16/S.MBU/2012 tentang Indikator dan Parameter Penilaian serta Evaluasi atas Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) pada Badan Usaha Milik Negara. Evaluasi dilaksanakan untuk mengukur sejauh mana Direksi dan Dewan Komisaris berhasil mencapai Indikator Kinerja Utama (KPI) yang telah ditetapkan, mengimplementasikan program dan inisiatif yang mendukung pencapaian visi, misi, strategi, serta nilai-nilai perusahaan sebagaimana tertuang dalam rencana bisnis. Salah satu indikator dalam KPI adalah penerapan keberlanjutan, termasuk pengelolaan dampak kegiatan operasional.

Evaluasi kinerja Direksi dilakukan setiap kuartal dan pada akhir tahun, dengan mengacu pada Board Manual Perusahaan No. A-005/PHE040/2018-S9. Manual ini mengatur kriteria evaluasi yang harus diselaraskan dengan KPI yang ditetapkan dalam RUPS, termasuk penerapan keberlanjutan. Metode evaluasi kinerja Direksi dapat dilakukan secara individu maupun kolektif. Hasil evaluasi disampaikan untuk ditetapkan dalam RUPS, yang menjadi forum pengesahan hasil penilaian kinerja Direksi.

Evaluasi terhadap kinerja Dewan Komisaris dilakukan setiap tahun. Penilaian ini juga menjadi bagian dari kerangka *Excellent Quality Management Assessment* PERTAMINA, yang bertujuan menjaga kualitas tata kelola dan kinerja strategis perusahaan. Metode evaluasi kinerja Dewan Komisaris menggunakan item-item yang terdapat dalam *key performance indicator* (KPI) Dewan Komisaris. Hasil evaluasi dinilai Pemegang Saham melalui RUPS.

Kebijakan dan Proses Penetapan Remunerasi Direksi dan Dewan Komisaris [GRI 2-19] [GRI 2-20]

Sesuai Peraturan Menteri BUMN, maka kebijakan remunerasi bagi Direksi dan Dewan Komisaris Perseroan ditetapkan oleh Pemegang Saham melalui mekanisme RUPS atau Keputusan Pemegang Saham Secara Sirkuler (KPSSS). Di samping itu, PHE juga menugaskan Komite Nominasi dan Remunerasi untuk merekomendasikan struktur, kebijakan, dan besaran remunerasi yang disesuaikan berdasarkan penilaian kinerja masing-masing anggota Dewan Komisaris dan Direksi. Perseroan tidak menggunakan jasa konsultan dalam menentukan remunerasi Direksi dan Dewan Komisaris.

Evaluation of the Performance of the Highest Body of Sustainability Governance [GRI 2-18]

Performance evaluation of the Board of Directors as the highest body of sustainability governance and the Board of Commissioners as the supervisory function, in accordance with the Decree of the Secretary of the Ministry of State-Owned Enterprises No. SK-16/S.MBU/2012 regarding Indicators and Parameters for Assessment and Evaluation of the Implementation of Good Corporate Governance in State-Owned Enterprises. The evaluation is conducted to measure the extent to which the Board of Directors and the Board of Commissioners have successfully achieved the established Key Performance Indicators (KPIs), implemented programs and initiatives that support the achievement of the company's vision, mission, strategy, and values as outlined in the business plan. One of the indicators in the KPIs is the implementation of sustainability, including the management of the impacts of operational activities.

The Board of Directors' performance evaluation is conducted quarterly and at the end of the year, in accordance with the Company's Board Manual No. A-005/PHE040/2018-S9. This manual sets out evaluation criteria that must align with the KPIs established at the General Meeting of Shareholders (GMS), including the implementation of sustainability. The evaluation of the Board of Directors' performance may be conducted individually or collectively. The evaluation results are submitted for approval at the General Meeting of Shareholders (GMS), which serves as the forum for ratifying the Board of Directors' performance assessment results.

The performance of the Board of Commissioners is evaluated annually. This assessment is also part of PERTAMINA's *Excellent Quality Management Assessment* framework, which aims to maintain the quality of the company's governance and strategic performance. The method for evaluating the Board of Commissioners' performance uses items in the Board of Commissioners' key performance indicators (KPIs). The results of the evaluation are reviewed by the shareholders at the General Meeting of Shareholders.

Policies and Processes for Determining Remuneration for the Board of Directors and the Board of Commissioners [GRI 2-19] [GRI 2-20]

In accordance with the Minister of State-Owned Enterprises Regulation, the remuneration policy for the Company's Board of Directors and Board of Commissioners is determined by the Shareholders through the General Meeting of Shareholders (GMS) mechanism or a Circular Resolution of Shareholders (CRS). In addition, PHE has also tasked the Nomination and Remuneration Committee with recommending the structure, policies, and amount of remuneration adjustment based on the performance assessment of each member of the Board of Commissioners and the Board of Directors. The Company does not use the services of consultants in determining the remuneration of the Board of Directors and the Board of Commissioners.

Saat ini, remunerasi Direksi dan Dewan Komisaris Perseroan juga merujuk pada Surat Keputusan Direksi PT Pertamina (Persero) No. Kpts-16/C00000/2013-S0 tanggal 25 Februari 2013 tentang Pedoman Pengelolaan Anak Perusahaan dan Perusahaan Patungan PT Pertamina (Persero). Seluruh Pemegang Saham telah menyetujui penetapan remunerasi Direksi dan Dewan Komisaris. Komponen remunerasi terdiri dari gaji atau honorarium, tunjangan, dan fasilitas jabatan. Perseroan juga memberikan penghasilan variabel berupa Tantiem kepada Direksi dan Dewan Komisaris, yang ditetapkan berdasarkan pada sejumlah indikator.

Penetapan nilai remunerasi dilakukan melalui kajian yang mempertimbangkan berbagai faktor, meliputi skala usaha dan kompleksitas bisnis perusahaan, tingkat inflasi, serta hasil kinerja keuangan seperti pencapaian laba dan tingkat kesehatan perusahaan. Faktor lain adalah perbandingan pasar (*benchmarking*) guna memastikan kesesuaian dengan standar umum di industri sejenis, serta memperhatikan kewajaran, sasaran jangka pendek, dan strategi jangka panjang yang sesuai dengan peraturan perundang-undangan.

Dalam kebijakan remunerasi Direksi, indikator kinerja keberlanjutan dalam mengelola dampak kegiatan operasional Perseroan menjadi salah satu faktor utama yang memengaruhi besaran bonus variabel. Beberapa pencapaian keberlanjutan yang dipertimbangkan mencakup pengurangan emisi perusahaan sebesar 30%, *Total Recorded Incident Rate* (TRIR), jumlah kecelakaan, serta keberagaman gender dan generasi, khususnya peningkatan keterlibatan perempuan dan milenial dalam organisasi. Indikator lain meliputi penerapan kode etik, pencegahan konflik kepentingan, pelaporan kekayaan pejabat negara (LHKPN), dan efektivitas manajemen risiko. Struktur dan besaran remunerasi Direksi dan Dewan Komisaris diungkapkan secara lebih lengkap pada Laporan Tahunan PHE 2025. [\[GOV-1.A5\]](#)

Rasio Total Kompensasi Tahunan [\[GRI 2-21\]](#)

PHE bukan merupakan perusahaan terbuka sehingga Laporan ini tidak menyertakan informasi mengenai:

1. Rasio total kompensasi tahunan untuk Direksi Perseroan terhadap median total kompensasi tahunan untuk semua pekerja;
2. Rasio persentase kenaikan total kompensasi tahunan untuk Direksi terhadap persentase kenaikan rata-rata total kompensasi tahunan untuk semua pekerja.

Currently, the remuneration of the Company's Board of Directors and Board of Commissioners also refers to the Board of Directors' Decree of PT Pertamina (Persero) No. Kpts-16/C00000/2013-S0 dated February 25, 2013, regarding Guidelines for the Management of Subsidiaries and Joint Ventures of PT Pertamina (Persero). All Shareholders have approved the determination of remuneration for the Board of Directors and the Board of Commissioners. Remuneration components consist of salary or honorarium, allowances, and job-related benefits. The Company also provides variable income in the form of bonuses to the Board of Directors and the Board of Commissioners, which are determined based on a number of indicators.

Remuneration amounts are determined through an assessment that considers various factors, including the scale and complexity of the company's business, the inflation rate, and financial performance results such as profit achievement and the company's financial health. Other factors include market benchmarking to ensure alignment with general standards in the industry, as well as considerations of fairness, short-term objectives, and long-term strategies consistent with applicable laws and regulations.

In the Board of Directors' remuneration policy, sustainability performance indicators in managing the impact of the Company's operational activities are one of the primary factors influencing the amount of the variable bonus. Some of the sustainability achievements considered include a 30% reduction in corporate emissions, the Total Recorded Incident Rate (TRIR), the number of accidents, as well as gender and generational diversity, particularly the increased involvement of women and millennials within the organization. Other indicators include the implementation of the code of ethics, prevention of conflicts of interest, reporting of public officials' assets (LHKPN), and the effectiveness of risk management. More details on the structure and amount of remuneration for the Board of Directors and the Board of Commissioners are disclosed in the PHE 2025 Annual Report. [\[GOV-1.A5\]](#)

Annual Total Compensation Ratio [\[GRI 2-21\]](#)

PHE is not a publicly listed company; therefore, this Report does not include information regarding:

1. The ratio of the Company's Board of Directors' total annual compensation to the median total annual compensation for all employees;
2. The ratio of the percentage increase in total annual compensation for the Board of Directors to the average percentage increase in total annual compensation for all employees.



Komunikasi Hal-hal Kritis [GRI 2-16][OG 11.15.4]

[GOV-1.A2][SOC-8.C1, A1, A2, A3, A4]

PHE memiliki beberapa mekanisme yang bisa digunakan untuk mengomunikasikan hal-hal kritis kepada Direksi, termasuk secara langsung, di antaranya:


1. *Town Hall Meeting* (THM) dan *Management Walk Through* (MWT), yang diselenggarakan secara berkala dengan realisasi sebanyak 2 THM dengan agenda *Accelerate to Elevate* dan Perkenalan Direksi serta 61 MWT di 2025. Melalui kegiatan ini Perwira PHE dan unsur manajemen/fungsi lain di Perseroan dapat langsung mengomunikasikan hal-hal kritis kepada Direksi untuk segera ditindaklanjuti bersama. Pada 2025, kegiatan MWT mencakup langkah strategis untuk memastikan operasional berjalan optimal melalui pengawasan langsung di lapangan, dengan fokus pada aspek keselamatan kerja dan peningkatan produksi yang diharapkan mampu memperkuat kinerja operasional, menjaga keberlanjutan produksi energi, serta mendukung ketahanan energi nasional.
2. Menyelenggarakan *Pertamina Hulu Energi Vendor Day 2025*, yang diikuti lebih dari 400 penyedia barang dan jasa yang memiliki kontrak aktif di seluruh Subholding Upstream Pertamina. Dalam kegiatan ini, penyedia barang dan jasa dapat mengomunikasikan hal-hal kritis terkait proses pengadaan barang dan jasa. Selain itu, Perseroan juga mengomunikasikan berbagai hal terkait regulasi dan standar kerja utama yang harus diketahui para penyedia barang dan jasa.


Sistem Pelaporan Pelanggaran (WBS)

Mekanisme lain untuk mengomunikasikan hal-hal kritis kepada Direksi adalah melalui Sistem Pelaporan Pelanggaran (*Whistleblowing System* atau WBS). Berdasarkan Kebijakan Interim Pengelolaan *Whistleblowing System* (WBS) sesuai Nota Dinas Chief Audit Executive PT Pertamina (Persero) No. 200/J00000/2025-S0 tanggal 28 November 2025, pengelolaan WBS dilakukan secara terpusat oleh Unit Internal Audit PT Pertamina (Persero). Sistem ini dapat diakses oleh seluruh pemangku kepentingan.


Saluran pelaporan tersedia dalam dua bahasa, yaitu bahasa Indonesia dan Inggris.

Reporting channels are available in two languages: Indonesian and English.


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Communication of Critical Matters [GRI 2-16][OG 11.15.4]

[GOV-1.A2][SOC-8.C1, A1, A2, A3, A4]

PHE has several mechanisms available to communicate critical matters to the Board of Directors, including direct communication, such as:

1. *Town Hall Meetings* (THM) and *Management Walk-Throughs* (MWT), held periodically with 2 THMs conducted in 2025 featuring the "Accelerate to Elevate" agenda and Board of Directors introductions, as well as 61 MWTs. Through these activities, PHE officers and other management/functional units within the Company can directly communicate critical matters to the Board of Directors for immediate joint follow-up. In 2025, MWT activities included strategic measures to ensure optimal operations through direct on-site supervision, with a focus on workplace safety and production enhancement aimed at strengthening operational performance, maintaining the sustainability of energy production, and supporting national energy security.
2. Hosting the *Pertamina Hulu Energi Vendor Day 2025*, attended by over 400 providers of goods and services with active contracts across Pertamina Upstream Subholding. During this event, goods and services providers were able to communicate critical matters related to the procurement process. Additionally, the Company communicated various matters regarding regulations and key work standards that goods and services providers must be aware of.

Whistleblowing System (WBS)

Another mechanism for communicating critical matters to the Board of Directors is through the *Whistleblowing System* (WBS). Based on the Interim Policy on *Whistleblowing System* (WBS) Management in accordance with the Memorandum of the Chief Audit Executive of PT Pertamina (Persero) No. 200/J00000/2025-S0 dated 28 November 2025, WBS management is carried out centrally by the Internal Audit Unit of PT Pertamina (Persero). This system is accessible to all stakeholders.

Jumlah laporan masuk di Whistleblowing System (WBS) PHE [2-16]

Number of Reports Received through the PHE Whistleblowing System (WBS)

Uraian Description	2025	2024	2023
Jumlah laporan masuk Total reports received	9	8	8
Laporan dalam tahap analisis awal Reports under preliminary assessment	6	2	1
Laporan dalam tahap penanganan/investigasi Reports under handling/investigation	1	3	1
Laporan yang telah selesai ditindaklanjuti Reports that have been resolved and followed up	2	3	6

Komitmen Kebijakan [GRI 2-23]

Kesungguhan kami dalam menjalankan bisnis yang bertanggung jawab terus diperkuat dengan komitmen menerbitkan dan menerapkan kebijakan-kebijakan pendukung.

Pedoman Perilaku dan Etika Bisnis (Kode Etik)

[2-23] [GOV-1.C2] [GOV-2.C1]

PHE menerapkan Pedoman Perilaku dan Etika Bisnis/*Code of Conduct* (COC) No. A13-005/PHE01000/2023-S9 tertanggal 10 April 2023, sebagai Kode Etik Perseroan yang berlaku untuk seluruh pekerja di PHE, entitas anak maupun afiliasi, sebagai dasar bertindak dan bertingkah laku. Kode Etik disusun berdasarkan praktik-praktik terbaik dalam governans korporasi, termasuk prinsip kehati-hatian dan penghormatan terhadap hak asasi manusia (HAM).

Pokok-Pokok Kode Etik Perseroan, memuat Etika Perusahaan terhadap Pekerja, Pelanggan, Penyedia Barang dan Jasa, Kreditur, Pemerintah, Masyarakat, Pemegang Saham, Anak Perusahaan/Afiliasi, Media serta Etika Kerja Individu terhadap kepatuhan terhadap hukum dan peraturan perusahaan maupun perundang-undangan. Perseroan melakukan sosialisasi Kode Etik melalui berbagai cara dan berkesinambungan guna meningkatkan kesadaran seluruh Insan PHE di berbagai tingkatan terhadap pelaksanaannya. Perseroan menerapkan sanksi tegas sesuai ketentuan di PHE terhadap setiap tindakan pelanggaran Kode Etik yang terbukti. Selama 2025, tidak ada pelanggaran Kode Etik yang dilakukan Insan PHE, yang mengindikasikan keberhasilan dalam membangun budaya kerja berintegritas dan beretika. [GOV-1.A7]

Kebijakan Hak Asasi Manusia (HAM) [2-23]

Pada periode pelaporan PHE menerbitkan dan memberlakukan Kebijakan untuk Menjamin Hak Asasi Manusia dalam Bisnis Pertamina Hulu Energi, yang ditandatangani oleh Direktur Utama pada tanggal 24 Juli 2025. Informasi mengenai Kebijakan tersebut dapat diakses melalui situs web PHE pada [tautan ini](#).

Kebijakan untuk Menjamin Hak Asasi Manusia dalam Bisnis Pertamina Hulu Energi disusun dengan memperhatikan beberapa ketentuan internasional:

1. Prinsip-Prinsip Hak-Hak Mendasar di Tempat Kerja berdasarkan 8 Konvensi Inti International Labour Organization (ILO) yang juga telah diratifikasi oleh Pemerintah Indonesia.
2. Prinsip-Prinsip United Nations Guiding Principles on Business and Human Rights (UNGP), United Nations Global Compact (UNGC), dan United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP).

Kebijakan ini, secara khusus menjamin hak pekerja, tanpa perbedaan apapun, untuk berorganisasi dengan mendirikan atau tidak mendirikan dan bergabung atau tidak bergabung dengan serikat pekerja, atas pilihan mereka sendiri tanpa pengaruh pihak lain. Kebijakan tersebut juga menghormati HAM masyarakat adat (jika keberadaannya diketahui oleh Perseroan) terutama yang berada di wilayah yang terpengaruhi oleh kegiatan operasional dan aset Perusahaan.

Policy Commitments [GRI 2-23]

Our commitment to conducting responsible business is continuously strengthened by our commitment to issuing and implementing supporting policies.

Code of Conduct and Business Ethics (Code of Ethics)

[2-23] [GOV-1.C2] [GOV-2.C1]

PHE has implemented the Code of Conduct (COC) No. A13-005/PHE01000/2023-S9 dated April 10, 2023, as the Company's Code of Ethics which applies to all employees of PHE, its subsidiaries, and affiliates, as the basis for their actions and conduct. The Code of Ethics is based on best practices in corporate governance, including the principles of prudence and respect for human rights.

The Key Provisions of the Company's Code of Ethics outline the Company's ethical standards regarding employees, customers, suppliers of goods and services, creditors, the government, the public, shareholders, subsidiaries/affiliates, and the media, as well as individual work ethics pertaining to compliance with laws, company regulations, and applicable laws. The Company disseminates the Code of Ethics through various means and on an ongoing basis to raise awareness among all PHE personnel at all levels regarding its implementation. The Company imposes strict sanctions in accordance with PHE regulations for any proven violations of the Code of Ethics. During 2025, there were no violations of the Code of Ethics committed by PHE personnel, indicating success in building a work culture of integrity and ethics. [GOV-1.A7]

Human Rights Policy [2-23]

During the reporting period, PHE issued and implemented the Policy on Ensuring Human Rights in Pertamina Hulu Energi's Business Operations, which was signed by the Chief Executive Officer on July 24, 2025. Information regarding the Policy can be accessed via the PHE website at the [following link](#).

The Policy to Ensure Human Rights in Pertamina Hulu Energi's Business was formulated with reference to several international provisions:

1. The Principles of Fundamental Rights at Work based on the 8 Core Conventions of the International Labor Organization (ILO), which have also been ratified by the Government of Indonesia.
2. The United Nations Guiding Principles on Business and Human Rights (UNGP), the United Nations Global Compact (UNGC), and the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP).

This policy specifically guarantees the right of workers, without any distinction, to organize by establishing or not establishing, and joining or not joining, a labor union, based on their own choice and free from the influence of any third party. The policy also respects the human rights of indigenous communities (if the Company is aware of their existence), particularly those located in areas affected by the Company's operational activities and assets.

Kami melakukan langkah-langkah strategis untuk memastikan penerapan kebijakan tersebut, di antaranya melakukan uji tuntas HAM untuk mengidentifikasi dan menilai potensi dampak terhadap HAM sebelum dan selama kegiatan operasional maupun dalam menjalin hubungan bisnis, termasuk rantai pasok. Selain itu, PHE turut melakukan sosialisasi kepada seluruh pemangku kepentingan dan menyediakan sarana untuk penyampaian keluhan terkait pelanggaran prinsip-prinsip HAM.

Menanamkan Kebijakan Komitmen [GRI 2-24]

Penerapan Kode Etik, kebijakan terkait HAM dan kebijakan-kebijakan lain, disertai dengan sosialisasi kepada seluruh Insan PHE pada semua tingkat jabatan beserta pemangku kepentingan lain, baik yang terlibat secara langsung dalam relasi bisnis seperti penyedia barang dan jasa, maupun yang tidak langsung seperti masyarakat termasuk masyarakat adat. Perseroan juga melakukan kegiatan-kegiatan bertema khusus, bersamaan dengan momen-momen tertentu seperti Peringatan Hari Buruh, Peringatan Hari Antikorupsi Sedunia (Hakordia), dan Peringatan Hari HAM.

Dukungan pada Antikorupsi

[GRI 205-1, 205-2, 205-3] [SASB EM-EP-510a.2] [GOV-3.C1]

PHE memahami pentingnya tata kelola organisasi yang bersih, transparan, dan berintegritas dalam mendukung proses bisnis yang bebas dari korupsi, kolusi, dan nepotisme (KKN). Perusahaan memiliki komitmen kuat mencegah kecurangan, gratifikasi, dan penyuapan, yang dilaksanakan dengan menerapkan Sistem Manajemen Anti Penyuapan (SMAP) sesuai standar SNI ISO 37001:2016. Pelaksanaan SMAP diatur melalui Pedoman Pengelolaan Sistem Manajemen Anti Penyuapan (SMAP) No. A12-001/PHE01000/2022-S9, sebagai panduan bagi seluruh anak perusahaan PHE. Hingga akhir 2025, ada 8 anak perusahaan telah memperoleh sertifikasi ISO 37001:2016 SMAP, dengan cakupan seluruh fungsi operasional. Perusahaan-perusahaan tersebut adalah PT Pertamina Hulu Rokan, PT Pertamina EP, PT Pertamina Hulu Indonesia, PT Pertamina EP Cepu, PT Pertamina Internasional EP dan Anak Perusahaan Services yakni PT Badak NGL, PT Pertamina Drilling Services Indonesia, dan PT Elnusa Tbk. [GOV-3.A2]

Selain SMAP, Perusahaan juga menyusun Pedoman Pengendalian Gratifikasi, Dokumen Deklarasi Manajemen terkait Anti Penyuapan, Pakta Integritas, dan Pedoman Laporan Harta Kekayaan Penyelenggara Negara (LHKPN). Pedoman Pengendalian Gratifikasi menjelaskan jenis-jenis gratifikasi yang dapat diterima oleh Perusahaan, di antaranya penghargaan resmi dari pemerintah. Setiap gratifikasi yang diterima wajib dilaporkan melalui *Compliance Online System* (Compols) secara daring, sehingga memberikan kemudahan bagi Insan PHE untuk menyampaikan laporan terkait program pelaporan kepatuhan, khususnya laporan gratifikasi. Selama 2025 tidak ada laporan perihal penerimaan gratifikasi.

Dokumen Deklarasi Manajemen terkait Anti Penyuapan ditandatangani oleh Direksi dan Komisaris, Deklarasi *Code of Conduct* ditandatangani seluruh jajaran manajemen, pekerja, dan Pakta Integritas ditandatangani oleh mitra kerja/vendor/pemasok yang terlibat dalam kegiatan operasional Perusahaan. Sesuai Pedoman Laporan Harta Kekayaan Penyelenggara Negara (LHKPN), Perusahaan telah menetapkan pejabat di Subholding Upstream yang berkewajiban menyampaikan LHKPN, dan sampai dengan akhir 2025 ada 685 pejabat PHE yang telah menyampaikan LHKPN atau 100% dari total 685 wajib lapor. [GOV-3.A4]

We are taking strategic steps to ensure the implementation of these policies, including conducting human rights due diligence to identify and assess potential impacts on human rights before and during operational activities, as well as in establishing business relationships, including within the supply chain. In addition, PHE conducts dissemination to all stakeholders and provides channels for reporting complaints regarding violations of human rights principles.

Embedding Commitment Policies [GRI 2-24]

The implementation of the Code of Ethics, human rights policies, and other relevant policies is accompanied by dissemination to all PHE personnel at all levels of employment, as well as other stakeholders both those directly involved in business relationships, such as goods and service providers, and those indirectly involved, such as the general public, including indigenous communities. The Company also conducts special-themed activities in conjunction with specific occasions such as Labor Day, International Anti-Corruption Day (Hakordia), and Human Rights Day.

Support for Anti-Corruption

[GRI 205-1, 205-2, 205-3] [SASB EM-EP-510a.2] [GOV-3.C1]

PHE understands the importance of clean, transparent, and integrity-driven organizational governance in supporting business processes free from corruption, collusion, and nepotism (KKN). The Company has a strong commitment to preventing fraud, gratuities, and bribery, which is implemented by applying an Anti-Bribery Management System (ABMS) in accordance with the SNI ISO 37001:2016 standard. The implementation of the ABMS is governed by the Anti-Bribery Management System (ABMS) Guidelines No. A12-001/PHE01000/2022-S9, serving as a guide for all PHE subsidiaries. By the end of 2025, 8 subsidiaries had obtained ISO 37001:2016 ABMS certification, covering all operational functions. These companies are PT Pertamina Hulu Rokan, PT Pertamina EP, PT Pertamina Hulu Indonesia, PT Pertamina EP Cepu, PT Pertamina Internasional EP, and Services subsidiaries, namely PT Badak NGL, PT Pertamina Drilling Services Indonesia, and PT Elnusa Tbk. [GOV-3.A2]

In addition to the ABMS, the Company has also developed Guidelines for Gratification Control, a Management Declaration Document regarding Anti-Bribery, an Integrity Pact, and Guidelines for the State Officials' Asset Report (LHKPN). The Guidelines for Gratification Control outline the types of gratifications that may be accepted by the Company, including official awards from the government. Every gratuity received must be reported online via the Compliance Online System (Compols), thereby making it easier for PHE personnel to submit reports related to the compliance reporting program, particularly gratuity reports. During 2025, there were no reports regarding the receipt of gratuities.

The Management Declaration regarding Anti-Bribery was signed by the Board of Directors and Commissioners; the Code of Conduct Declaration was signed by all levels of management and employees; and the Integrity Pact was signed by business partners/vendors/suppliers involved in the Company's operational activities. In accordance with the Guidelines for the State Officials' Wealth Report (LHKPN), the Company has designated officials within the Upstream Subholding who are required to submit LHKPN reports, and as of the end of 2025, 685 PHE officials had submitted their LHKPN reports, representing 100% of the total 685 officials required to report. [GOV-3.A4]

Kami telah melakukan *Bribery Risk Assessment* untuk seluruh atau 100% aktivitas operasi/proses bisnis, guna menilai potensi risiko perbuatan korupsi. Dari hasil asesmen yang dilakukan oleh internal Fungsi masing-masing, PHE memiliki 33 *Risk Event* terkait potensi ataupun risiko penyuapan. Berdasarkan *whistleblowing system* (WBS), sepanjang 2025 tidak ditemukan/tidak terdapat perbuatan penyuapan dan korupsi yang terbukti di PHE. [GOV-3.C3]

We have conducted a *Bribery Risk Assessment* for all, or 100%, of operational activities/business processes to assess the potential risk of corrupt practices. Based on the assessments conducted by each internal function, PHE identified 33 risk events related to potential or actual bribery risks. According to the *whistleblowing system* (WBS), no proven bribery and corruption cases were identified at PHE throughout 2025. [GOV-3.C3]

Perusahaan secara aktif melakukan sosialisasi kepada seluruh Insan PHE untuk memperkuat budaya antikorupsi. Selama 2025, Perusahaan telah mengomunikasikan kebijakan dan prosedur antikorupsi kepada seluruh anggota Dewan Komisaris dan Direksi, pejabat Perusahaan, termasuk kepada mitra kerja yang dilaksanakan pada *Vendor Day*. Selain itu, kebijakan antikorupsi juga disosialisasikan kepada seluruh pekerja sebagai upaya penguatan pemahaman dan penerapan budaya antikorupsi di lingkungan Perusahaan. [GOV-3.C2, A1]

The Company actively conducts awareness campaigns for all PHE employees to strengthen its anti-corruption culture. Throughout 2025, the Company has communicated its anti-corruption policies and procedures to all members of the Board of Commissioners and the Board of Directors, Company officers, and business partners during *Vendor Day*. In addition, anti-corruption policies are communicated to all employees as part of an effort to strengthen understanding and foster an anti-corruption culture within the Company. [GOV-3.C2, A1]

Persentase Kepesertaan Pelatihan Antikorupsi 2025 Percentage of Participation in Anti-Corruption Training 2025

Tingkat Jabatan Peserta Participant Job Level	Jumlah Total	Jumlah Peserta Number of Participants	Persentase Percentage
Insan PHE PHE Personnel			
Dewan Komisaris Board of Commissioner	85	30	35,29
Direksi Director	33	33	100
VP/GM/Setara	152	53	34,87
Manager/Sr. Manajer/Setara Manager/Sr. Manager/Equivalent	1.024	554	54,10
Senior Staff	3.982	2.632	66,10
Staff	3.668	2.789	76,04
Junior Staff	5.267	2.514	47,73
Jumlah Total	14.211	8.605	60,55

Selama 2025, kami berhasil menjaga integritas Perusahaan, Insan PHE maupun mitra kerja/vendor/pemasok dan pekerja mereka. Sampai dengan akhir periode pelaporan tidak ada kasus yang terkonfirmasi secara hukum (*pro-justitia*), terkait korupsi, gratifikasi, atau tindakan lain yang melanggar peraturan dan regulasi. Kami juga telah menyampaikan laporan terkait kepatuhan gratifikasi dan LHKPN kepada pihak-pihak berwenang, termasuk Komisi Pemberantasan Korupsi (KPK). [GOV-3.C4]

Throughout 2025, we successfully maintained the integrity of the Company, PHE personnel, as well as our business partners, vendors, suppliers, and their employees. As of the end of the reporting period, there were no legally confirmed (*pro-justitia*) cases related to corruption, gratuities, or other actions that violate rules and regulations. We have also submitted reports regarding gratuity compliance and LHKPN to the relevant authorities, including the Corruption Eradication Commission (KPK). [GOV-3.C4]

Kesetaraan Pelanggan dan Persaingan Usaha Sehat

[OJK F.17] [GRI 206-1]

Produk PHE adalah migas, yang penjualannya bersifat khusus melalui Perjanjian Jual Beli Minyak (PJBMM) dan Perjanjian Jual Beli Gas (PJBG). Pelaksanaan PJBMM dan PJBG harus mendapatkan persetujuan dari SKK Migas maupun Kementerian ESDM, termasuk dalam penetapan harga kepada seluruh pelanggan yang berlaku setara. Selama 2025, Perusahaan tidak pernah dihadapkan pada aksi hukum terkait sangkaan perilaku anti-kompetitif dan melakukan praktik monopoli.

Customer Equality and Fair Competition

[OJK F.17] [GRI 206-1]

PHE's products are oil and gas, the sale of which is conducted exclusively through Oil Purchase and Sale Agreements (PJBMM) and Gas Purchase and Sale Agreements (PJBG). The implementation of PJBMM and PJBG must be approved by SKK Migas and the Ministry of Energy and Mineral Resources, including the setting of prices applicable equally to all customers. Throughout 2025, the Company has never faced legal action related to allegations of anti-competitive behavior or monopolistic practices.



Proses untuk Mengurangi Dampak Negatif [GRI 2-25]

Kami terus berupaya mengurangi dampak negatif dari kegiatan operasional, di antaranya dengan menindaklanjuti setiap keluhan/pengaduan yang disampaikan masyarakat maupun pemangku kepentingan lain yang terdampak. Perseroan menyediakan akses untuk menerima pengaduan, di antaranya *whistleblowing system* (WBS) yang terintegrasi dengan PT Pertamina (Persero). Selain itu ada mekanisme lain, di antaranya pertemuan berkala dengan masyarakat, baik oleh PHE maupun entitas anak/afiliasi. Kami juga bekerja sama dengan pihak independen untuk melakukan pemantauan terhadap upaya-upaya mengurangi dampak negatif, terutama yang sudah teridentifikasi. Selama 2025, PHE bekerja sama dengan berbagai lembaga swadaya masyarakat (LSM) dan perguruan tinggi dalam konservasi keanekaragaman hayati yang terdampak kegiatan operasional.

Penilaian Risiko atas Penerapan Keberlanjutan

[OJK E.3] [SASB EM-EP-540a.2]

Langkah kami mengurangi dampak negatif dari kegiatan operasional juga dilakukan dengan menerapkan Manajemen Risiko berbasis ISO 31000:2018 ke dalam seluruh operasional PHE.

Selain itu, PHE telah mengadopsi Business Continuity Management System (BCMS) berdasar ISO 22301:2019, sebagai pedoman dalam merencanakan dan mempersiapkan Perusahaan menghadapi situasi tidak terduga. Hasil pemantauan risiko 2025 menunjukkan efektivitas dalam menurunkan tingkat risiko hingga berada dalam batas toleransi manajemen, serta *risk residual exposure* tetap di bawah ambang batas yang ditetapkan perusahaan.

Pada 2025, PHE dihadapkan pada berbagai risiko utama yang mencakup aspek operasional, keuangan, strategi bisnis, hukum, tata kelola, kepatuhan, citra perusahaan, serta dinamika lingkungan bisnis. Untuk mengelola risiko-risiko tersebut, Perusahaan mengembangkan langkah-langkah mitigasi, yang bertujuan meminimalkan potensi dampak negatif terhadap operasional. Penjabaran lebih rinci mengenai risiko-risiko tersebut, termasuk langkah mitigasi yang telah diambil, dapat ditemukan dalam Laporan Tahunan PHE 2025.

Sepanjang 2025, PHE berhasil melaksanakan total 490 *risk treatment* yang dirancang untuk mengurangi dampak kegiatan operasional dan kemungkinan terjadinya risiko dalam Subholding Upstream. Perusahaan juga telah menerapkan beberapa program untuk memastikan keberlangsungan bisnis, di antaranya:

1. Menyusun dan menyempurnakan dokumen BCMS secara terstruktur melalui identifikasi proses bisnis kritis, penilaian dampak gangguan terhadap keberlangsungan operasional, serta penyusunan Business Continuity Plan (BCP) pada fungsi-fungsi yang memiliki proses bisnis kritis.

Processes to Mitigate Negative Impacts [GRI 2-25]

We continue to strive to minimize the negative impacts of our operations, including by addressing every complaint or report submitted by the public or other affected stakeholders. The Company provides channels for receiving complaints, including a whistleblowing system (WBS) integrated with PT Pertamina (Persero). Additionally, there are other mechanisms, such as regular meetings with the community, conducted by both PHE and its subsidiaries/affiliates. We also collaborate with independent parties to monitor efforts to mitigate negative impacts, particularly those that have already been identified. Throughout 2025, PHE collaborated with various non-governmental organizations (NGOs) and universities on the conservation of biodiversity affected by operational activities.

Risk Assessment of Sustainability Implementation

[OJK E.3] [SASB EM-EP-540a.2]

Our efforts to reduce the negative impacts of operational activities also involve implementing Risk Management based on ISO 31000:2018 across all PHE operations.

In addition, PHE has adopted a Business Continuity Management System (BCMS) based on ISO 22301:2019, as a guideline for planning and preparing the Company to face unforeseen situations. The results of the 2025 risk monitoring demonstrate effectiveness in reducing risk levels to within management's tolerance limits, and residual risk exposure remains below the thresholds set by the company.

In 2025, PHE faced various key risks covering operational, financial, business strategy, legal, governance, compliance, corporate reputation, and business environment dynamics aspects. To manage these risks, the Company developed mitigation measures aimed at minimizing potential negative impacts on operations. More detailed information regarding these risks, including mitigation measures that have been implemented, can be found in the 2025 PHE Annual Report.

With this approach, PHE is committed to proactively managing risks to support long-term stability and growth. Throughout 2025, PHE successfully implemented a total of 490 risk treatments designed to reduce the impact of operational activities and the likelihood of risks occurring within the Upstream Subholding. The Company has also implemented several programs to ensure business continuity, including:

1. Developing and refining the Business Continuity Management System (BCMS) documentation in a structured manner through the identification of critical business processes, the assessment of the impact of disruptions on operational continuity, and the development of Business Continuity Plan (BCP) for functions with critical business processes.

- | | |
|---|---|
| <ol style="list-style-type: none"> 2. Melaksanakan uji kesiapsiagaan secara berkala untuk memastikan efektivitas rencana keberlangsungan bisnis dalam menghadapi potensi gangguan operasional. 3. Meningkatkan kapabilitas organisasi melalui sosialisasi dan penguatan <i>awareness</i> pekerja terhadap implementasi BCMS. 4. Menyusun kebijakan melalui Sistem Tata Kelola (STK) terkait BCMS. 5. Memperoleh sertifikasi ISO 22301:2019 tentang BCMS sebagai bentuk pengukuhan atas penerapan BCMS yang sesuai dengan standar internasional. | <ol style="list-style-type: none"> 2. Conducting periodic readiness tests to ensure the effectiveness of business continuity plan in addressing potential operational disruptions. 3. Enhancing organizational capabilities through dissemination and raising employee awareness regarding the implementation of the BCMS. 4. Developing policies through the Governance System (STK) related to the BCMS. 5. Obtaining ISO 22301:2019 certification for BCMS as a form of validation that the BCMS implementation complies with international standards. |
|---|---|

Sebagai upaya mewujudkan keberlanjutan perusahaan, PT Pertamina Hulu Energi melalui Direktorat Risk Management juga melakukan pengelolaan di lingkup Project Risk Management dengan dua aktivitas utama yaitu : 1. Pengelolaan Risiko Proyek dan Pengelolaan Portfolio 2. *Contractual & Counterparty Risk* dan *Emerging Risk*.

In supporting the Company's long-term sustainability commitments, PT Pertamina Hulu Energi, through its Risk Management Directorate, manages Project Risk Management scope through two primary activities, i.e : 1. Project Risk & Portfolio Management 2. Contractual & Counterparty and Emerging Risk Management

1. Pengelolaan Risiko Proyek

1. Project Risk Management

Pengelolaan terhadap risiko proyek dilakukan sesuai proses bisnis mulai dari tahapan usulan investasi sampai dengan pemantauan atas tahap eksekusi proyek, khususnya terhadap aspek risiko. Kegiatan pengelolaan risiko proyek dilakukan melalui evaluasi kajian risiko atas usulan investasi organik, anorganik, & divestasi serta non-migas termasuk di dalamnya upaya-upaya pengelolaan asset *integrity* sehingga tidak terdapat *unidentified risk* terkait investasi proyek yang diusulkan.

Project risk management is conducted in accordance with business processes, from the investment proposal stage through monitoring of the project implementation stage, particularly with regard to risk aspects. Project risk management activities are carried out through the evaluation and analysis of risks associated with organic and inorganic investment proposals, divestments, and the non-oil and gas sector, including efforts to manage asset integrity so that there are no unidentified risks related to the proposed project investments.

a. Pengelolaan Risiko Pengusulan Proyek

a. Project Proposal Risk Management

Sebagai bagian dari Manajemen Risiko Proyek, setiap proyek yang diajukan harus melalui Forum Gate Review, termasuk evaluasi terhadap aspek risiko. Selama periode tahun 2025, pengelolaan risiko pada tahap pengusulan proyek telah mengikuti Forum Gate Review yang dilaksanakan masing-masing Koordinator Investasi PHE. Adapun kajian risiko proyek yang telah diselesaikan mencapai 55 kajian risiko investasi organik, 18 kajian risiko investasi anorganik dan divestasi, serta 2 kajian risiko non-migas (Anak Perusahaan Services).

As part of Project Risk Management, every proposed project must undergo a Gate Review Forum, including an evaluation of risk aspects. During the 2025 period, risk management at the project proposal stage has followed the Gate Review Forum conducted by each PHE Investment Coordinator. The completed project risk assessments include 55 organic investment risk assessments, 18 inorganic investment and divestment risk assessments, and 2 non-oil and gas risk assessments (Services Subsidiaries).

b. Monitoring Aspek Risiko Proyek

b. Monitoring Project Risk Aspects

Selama proyek berjalan, manajemen risiko proyek dijalankan dengan melakukan monitoring aspek risiko proyek, terutama untuk proyek-proyek yang masuk dalam kategori Proyek Prioritas SHU dan Proyek Prioritas Holding. Pada tahun 2025 terdapat 11 Proyek Prioritas Holding dan 40 proyek Prioritas Subholding Upstream. Proses monitoring aspek risiko proyek dilaporkan setiap bulan dengan melakukan pembaruan status progres proyek, profil risiko, *risk treatment*, dan parameter lainnya yang relevan. Pengawasan dan evaluasi bertahap sesuai progres pelaksanaan proyek dimaksudkan untuk menerapkan kajian risiko, mitigasi yang disiapkan dan realisasi pengelolaan risiko proyek yang dilaksanakan sehingga menjamin terlaksananya dan terselesaikannya proyek sesuai program kerja guna mendukung keberlanjutan Perseroan, termasuk dari aspek finansial.

Throughout the project, project risk management is carried out by monitoring project risk aspects, particularly for projects classified as SHU Priority Projects and Holding Priority Projects. In 2025, there were 11 Holding Priority Projects and 40 Upstream Subholding Priority projects. The monitoring process of project risk aspects is reported monthly by updating the project progress status, risk profile, risk treatment, and other relevant parameters. Phased supervision and evaluation in line with the project's implementation progress are intended to apply risk assessments, prepared mitigation measures, and the implementation of project risk management to ensure the execution and completion of the project in accordance with the work program, thereby supporting the Company's sustainability, including from a financial aspect.

2. Pengelolaan Risiko Portofolio, *Contractual & Counterparty Risk*, dan *Emerging Risk*, meliputi:

a. Risiko Portofolio

Risiko portofolio dimaksudkan untuk pengelolaan risiko proyek, program kerja, serta portofolio Anak Perusahaan dan operasional yang dikelola di lingkungan PHE SHU untuk mencapai target strategis, yaitu mendapatkan *return* dengan pengelolaan portofolio pada level yang optimal. Berdasarkan kajian portofolio aset dan portofolio proyek 2025, risiko portofolio telah melakukan penyusunan strategi optimisasi aset di antaranya melalui efisiensi, *operational excellence*, perbaikan *fiscal terms*, *partnership*, proses divestasi, investasi anorganik, penambahan *participating interest* (PI) dan terkait proyek telah dilakukan proses evaluasi *risk treatment* dalam setiap proyek terutama untuk proyek yang masuk dalam kategori *high risk*.

b. *Contractual & Counterparty Risk*

Contractual risk merupakan pengelolaan risiko dengan fokus evaluasi pada potensi risiko yang muncul dari pelaksanaan kontrak kerja yang berdampak negatif bagi operasi dan sasaran kerja Perusahaan, sedangkan *counterparty risk* merupakan pengelolaan risiko yang terkait dengan para pihak sebagai mitra dalam pelaksanaan pekerjaan maupun proses yang terkait investasi dan divestasi di Subholding Upstream dengan potensi *default* atau tidak melaksanakan pekerjaan sesuai kontrak kerja.

Selama periode 2025 telah dilakukan 19 proses *advisory* dan kajian atas aspek *contractual risk* serta 9 proses *advisory* dan kajian atas aspek risiko terhadap *counterparty*, baik pihak internal maupun eksternal. Kajian dan *advisory* yang dihasilkan di antaranya adalah standar kontrak *drilling services*, perjanjian kerja sama, dampak status *counterpart* atas berlakunya sanksi internasional, perubahan skema penjualan, kasus hukum, *Days Payable Outstanding for Buyers*, peraturan baru pemerintah, keputusan untuk pengalihan saham dan beberapa kajian risiko spesifik untuk aktivitas terkait *contractual & counterparty risk*.

c. *Emerging Risk*

Emerging risk adalah pengelolaan risiko baru yang baru muncul atau risiko yang sudah berkembang namun berubah dengan cara yang tidak terduga (*unexpected*). Kategori risiko ini berkembang dari risiko usaha yang belum sepenuhnya terdaftar atau teridentifikasi sebelumnya. Secara umum jenis risiko ini akan berdampak pada Perusahaan baik secara operasional, reputasi maupun keuangan. Pengelolaan *emerging risk* yang telah berjalan berfokus pada dilakukannya asesmen atas risiko-risiko baru atau risiko yang belum teridentifikasi dalam *ongoing business* dan proyek sehingga Perusahaan dapat melakukan mitigasi lebih awal untuk menunjang keberlanjutan bisnis perusahaan sesuai dengan program kerja Perusahaan. Pada tahun 2025 telah dilakukan penyusunan *Emerging Risk Radar* di Subholding Upstream dengan model radar risiko berdasarkan enam aspek yaitu ekonomi, sosial politik, lingkungan, kepatuhan hukum & peraturan, operasi dan teknologi dibandingkan dengan *time horizon* kemungkinan terjadinya *risk event*.

2. Portfolio Risk Management, Contractual and Counterparty Risk, and Emerging Risk, including:

a. Portfolio Risk

Portfolio risk management is intended to manage the risks associated with projects, work programs, and the portfolios of subsidiaries and operations managed within the PHE SHU environment to achieve strategic targets, namely generating returns through optimal portfolio management. Based on the 2025 asset portfolio and project portfolio review, portfolio risk has developed an asset optimization strategy, including through efficiency, operational excellence, improved fiscal terms, partnerships, divestment processes, inorganic investments, and the addition of participating interests (PI). Regarding projects, a risk treatment evaluation process has been conducted for each project, particularly for those classified as high-risk.

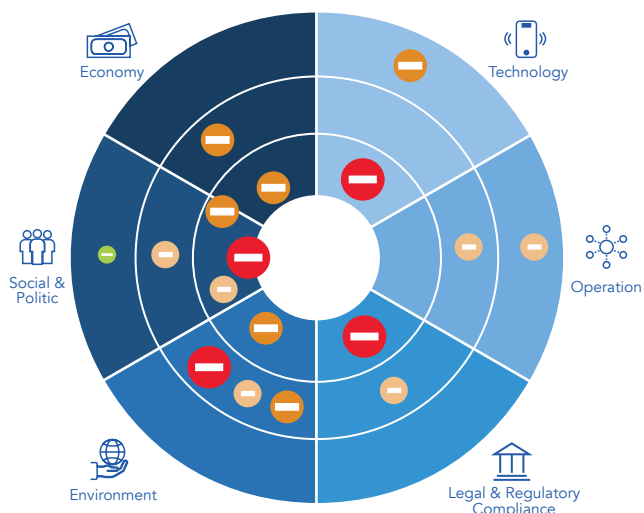
b. Contractual & Counterparty Risk

Contractual risk refers to risk management that focuses on evaluating potential risks arising from the execution of work contracts that could negatively impact the Company's operations and business objectives, whereas counterparty Risk refers to risk management related to counterparties involved in the execution of work or processes related to investments and divestments within the Upstream Subholding, where there is a potential for default or failure to perform work in accordance with the work contract.

During the 2025 period, 19 advisory processes and studies were conducted on contractual risk aspects, as well as 9 advisory processes and studies on risks related to counterparties, both internal and external. The resulting reviews and advisory services included standards for drilling service contracts, cooperation agreements, the impact of a counterparty's status on the application of international sanctions, changes in sales schemes, legal cases, Days Payable Outstanding (DPO) for buyers, new government regulations, decisions regarding share transfers, and several specific risk assessments for activities related to contractual and counterparty risks.

c. Emerging Risk

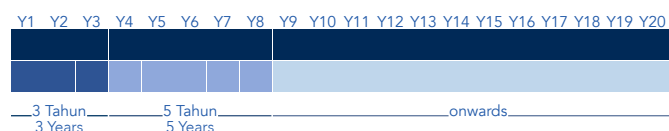
Emerging risk encompasses the management of newly arising risks, or risks that have evolved in unforeseen ways. This category develops from business risks that have not previously been fully identified or registered. In general, these risks carry implications for the Company's operations, reputation, and financial position. The ongoing management of emerging risks focuses on assessing new or unidentified risks across business operations and projects, enabling the Company to implement early mitigation measures to support business sustainability in line with the Company's work program. In 2025, the Upstream Subholding developed an Emerging Risk Radar using a risk radar model based on six aspects-economic, socio-political, environmental, legal and regulatory compliance, operations, and technology-related to the time horizon for potential risk events.



Impact Assessment

- ▲ Increasing
- Stable
- ▼ Decreasing
- Low
- Moderate
- High
- Low to Moderate
- Moderate to High

Time Horizon



Perusahaan menerapkan pendekatan bertahap untuk memastikan semua risiko yang berkaitan dengan operasional, termasuk risiko keberlanjutan, dapat dikenali, dipahami, dan ditangani secara efektif. Pendekatan tersebut juga mencakup eksplorasi potensi peluang bisnis yang dapat timbul dari perubahan kondisi, sehingga memberikan peluang bagi diperolehnya keuntungan strategis dan nilai tambah bagi Perseroan yang akan mendukung keberlanjutan finansial Perseroan.

The Company adopts a phased approach to ensure that all operational risks, including sustainability risks, are identified, understood, and effectively managed. This approach also involves exploring potential business opportunities that may arise from changing conditions, thereby creating opportunities for the Company to gain strategic advantages and added value that will support its financial sustainability.










Metrik dan Target [CCE-2.C4]

PHE telah merumuskan metrik dan target pengelolaan LST, dengan penyajian informasi iklim/reduksi emisi GRK disampaikan terpisah pada bagian Transisi dan Mitigasi Iklim dalam laporan ini.

Metrics and Targets [CCE-2.C4]

PHE has established ESG management metrics and targets, with climate-related information and GHG emission reduction data presented separately in the Climate Transition and Mitigation section of this report.

Lingkungan Environment

Target Targets	Capaian 2025 2025 Achievement	Jangka Waktu Term		
		Pendek Short	Menengah Medium	Panjang Long
 <p>Menangani Perubahan Iklim Addressing Climate Change</p>	<p>Net Zero Emission pada 2060 Net Zero Emission in 2060</p> <p>Nilai intensitas emisi GRK mencapai 0,049 Ton CO₂eq/BOE, turun dibandingkan tahun sebelumnya 0,050 Ton CO₂eq/BOE. GHG emissions intensity reached 0.049 tons CO₂eq/BOE, decreasing from 0.050 tons CO₂eq/BOE in the previous year.</p>	→		
 <p>Mengurangi Jejak Lingkungan Reducing Environmental Footprint</p>	<p>ISO 14001 untuk seluruh aset, 2% energi terbarukan pada 2030 ISO 14001 all assets, 2% Renewable energy in 2030</p> <ul style="list-style-type: none"> Seluruh (100%) Wilayah Kerja Operasional telah tersertifikasi ISO 14001:2015. All (100%) operational areas have been certified to ISO 14001:2015. Jumlah konsumsi energi terbarukan mencapai 12.329.685,54 GJ atau 6,55% dari konsumsi energi total. Renewable energy consumption totaled 12.329.685,54 GJ, or 6.55% of total energy consumption. 	→		
 <p>Melindungi Keanekaragaman Hayati Waste Management</p>	<p>Net positive impact, pengungkapan ASR & pengelolaan lahan*** Net positive impact, ASR disclosure & land management***</p> <ul style="list-style-type: none"> Mengelola area konservasi seluas 90.726,16 Ha. Managing a conservation area spanning 90,726.16 Ha. Melindungi 215 fauna dan 483 flora melalui program konservasi. Protecting 215 species of fauna and 483 species of flora through conservation programs. 			
 <p>Mengelola Air Water Management</p>	<p>Mengurangi konsumsi air tawar di water stressed area, menjaga kualitas air limbah di wilayah lepas pantai*** Reduce fresh-water consumption in water stressed area, waste-water quality in offshore***</p>			
 <p>Mengelola Limbah Waste Management</p>	<p>Mengurangi timbulan limbah B3 dan meningkatkan sirkularitas limbah*** Reduce generation of hazardous waste (LB3) and increase waste circularity***</p> <ul style="list-style-type: none"> Reduksi limbah B3 mencapai 21.429,94 ton.** The reduction of hazardous waste reached 21,429.94 tons. Menjalankan inisiatif ekonomi sirkular melalui pengolahan limbah menjadi kompos dan biomassa maggot yang dimanfaatkan sebagai produk turunan bernilai ekonomi. Implementing circular economy initiatives by processing waste into compost and maggot biomass, which are utilized as value-added by-products. 			

Pengelolaan Sosial Social Management

Target Targets	Capaian 2025 2025 Achievement	Jangka Waktu Term		
		Pendek Short	Menengah Medium	Panjang Long
<p>K3 OHS</p> <p>Threshold TRIR = 0,17, dengan <i>boundary</i> NOA = 0 Threshold TRIR = 0.17, with NOA boundary = 0</p>	<p>TRIR = 0,12, dengan <i>boundary</i> NOA = 7 TRIR = 0.12, with NOA boundary = 7</p>	→		
<p>Kemasyarakatan Community</p> <p>782 program CID (95% dari rencana 823 program)* 782 CID programs (95% of the planned 823 programs)*</p>	<p>PHE Subholding Upstream telah merealisasikan 806 program CID, yang berfokus pada pemberdayaan ekonomi, perlindungan lingkungan, peningkatan kualitas pendidikan dan kesehatan, serta inklusivitas bagi kelompok rentan, masyarakat adat, dan UMKM. PHE Upstream Subholding has realized 806 CID programs, focusing on economic empowerment, environmental protection, improvement of education and health quality, and inclusivity for vulnerable groups, indigenous peoples, and MSMEs.</p>	→		
<p>Ketenagakerjaan Employment</p> <p>Rekrutmen pekerja di sekitar wilayah operasional (Ring 1 - PWT & PWTT) Recruitment of workers from the vicinity of operational areas (Ring 1 - PWT & PWTT)</p>	<p>Terdapat pekerja PWT & PWTT yang berasal dari sekitar wilayah operasional. There are PWT & PWTT workers originating from the vicinity of operational areas.</p>	→		
<p>Pengelolaan jumlah pekerja wanita dalam <i>talent pool</i> di atas 14% dari populasi <i>talent pool</i> Maintaining the proportion of female employees in the talent pool above 14% of the total talent pool population</p>	<p>16,09% pekerja wanita dari populasi <i>talent pool</i>. 16.09% female employees within the talent pool population.</p>	→		








Keterangan | Note:

- *) Program pemberdayaan masyarakat direncanakan *multiyears* hingga 5 tahun, namun anggaran dan target masing-masing program ditetapkan setiap tahun.
Community empowerment programs are planned as multi-year initiatives spanning up to 5 years; however, budgets and targets for each program are established on an annual basis.
- **) Reduksi limbah B3 merupakan hasil akumulasi reduksi dari pelaksanaan berbagai program efisiensi limbah B3 yang diterapkan di masing-masing wilayah kerja.
The reduction in hazardous waste was the cumulative result of various hazardous waste efficiency programs implemented across the Company's operating areas.
- ***) PHE belum menetapkan jangka waktu target.
PHE has not determined the targets terms.





Tata Kelola Keberlanjutan
Sustainability Governance

Target Targets	Capaian 2025 2025 Achievement	Jangka Waktu Term			
		Pendek Short	Menengah Medium	Panjang Long	
 Kepatuhan Compliance	Peningkatan Skor Assessment GCG PHE PHE GCG Assessment Score Improvement	86,28 (Sangat Baik). 86.28 (Very Good).			
	Transisi ISO 37001 Sistem Manajemen Anti Penyuapan dari seri 2016 ke 2025 Transition of ISO 37001 Anti-Bribery Management System from 2016 to 2025 series	Terlaksana Audit Surveillance II (Tahap closing sertifikasi seri 2016). Surveillance Audit II completed (Closing stage of the 2016 series certification).			
	Penguatan aplikasi GCG <i>Implementation</i> Strengthening of GCG Implementation applications	<ul style="list-style-type: none"> 100% untuk realisasi pengisian COMPOLS. 100% completion rate for COMPOLS filings. Enhancement LHKPN PHE. Enhancement of PHE's LHKPN (State Official Wealth Report) system. 			
	Tahap Integrasi <i>Bribery Risk Assessment</i> (BRA) ke dalam <i>On Going Business Risk</i> Integration Phase of Bribery Risk Assessment (BRA) into On-Going Business Risk	Sosialisasi integrasi BRA ke dalam ERMS. Dissemination of BRA integration into the Enterprise Risk Management System (ERMS).			
	Penguatan Kampanye Etika dan Antikorupsi Strengthening Ethics and Anti-Corruption Campaigns	Peringatan Hari Anti Korupsi Sedunia bertajuk SHU Anti Korupsi Festival (SHU Aksifest) 2025 dan pembuatan video sosialisasi <i>anti-fraud</i> (berkolaborasi dengan HC dan IA). International Anti-Corruption Day through the 2025 SHU Anti-Corruption Festival (SHU Aksifest) and the production of anti-fraud dissemination videos (in collaboration with HC and IA).			
	Peningkatan Pemahaman SMAP ISO 37001 untuk seluruh pekerja dan eksternal pemangku kepentingan Increasing ISO 37001 ABMS Awareness for all employees and external stakeholders	<p>Peningkatan Pemahaman SMAP untuk pekerja PHE dilaksanakan melalui: Enhancement of Anti-Bribery Management System (ABMS) Understanding for PHE employees was carried out through:</p> <ul style="list-style-type: none"> Sosialisasi SMAP ABMS socialization Pelatihan Auditor Internal SMAP ABMS Internal Auditor Training Pelatihan melalui aplikasi Learning Management System Training through the Learning Management System application <p>Peningkatan Pemahaman SMAP untuk eksternal dilaksanakan melalui: Enhancement of ABMS Understanding for external parties was carried out through:</p> <ul style="list-style-type: none"> Vendor Day Customer Day 			



Mekanisme untuk Mendapatkan Masukan dan Meningkatkan Kepedulian [GRI 2-26] [GOV-2.A1]

Perseroan melakukan *continuous improvement* melalui berbagai upaya, seperti forum inovasi, evaluasi berkala, pelatihan, dan sosialisasi. Adapun pendekatan yang dilakukan pada 2025, di antaranya:

1. Menyelenggarakan Forum Presentasi Upstream Innovation & Improvement Awards (UIIA). Penyelenggaraan UIIA 2025 mengusung tema "BISA (Big Impact through Small Act): Innovation in Motion for a Sustainable Future", yang menghadirkan berbagai inisiatif strategis, mulai dari pengembangan teknologi ramah lingkungan, terobosan digitalisasi operasi, hingga inovasi bisnis yang membuka peluang pertumbuhan baru. Seluruh inisiatif tersebut dirancang untuk meningkatkan keandalan operasi sekaligus mendukung agenda transisi energi, serta mendukung pencapaian di 2030 yakni target 1 juta barel per hari produksi minyak, 4 BSCFD produksi gas dan 7 tahun *reserve to production*.
2. Menyelenggarakan bimbingan teknis atau sosialisasi dengan pihak-pihak berwenang dan/atau berkompeten terkait dengan bisnis yang bertanggung jawab maupun tata kelola keberlanjutan. Kegiatan bimbingan teknis yang dijalankan pada 2025 antara lain
 - a. Sosialisasi dan bimbingan teknis pengisian LHKPN oleh KPK.
 - b. Sosialisasi Penerapan Sistem Manajemen Anti Penyuapan ISO 37001:2016 oleh konsultan eksternal.

Kami juga menyediakan mekanisme untuk meningkatkan kepedulian terhadap Kode Etik, dengan menyediakan mekanisme WBS. Pengungkapan mengenai WBS disampaikan di Laporan ini pada bahasan mengenai: Sistem Pelaporan Pelanggaran.

Kepatuhan terhadap Hukum dan Regulasi [GRI 2-27]

PHE selalu mematuhi hukum dan regulasi yang berlaku. Selama 2025, Perseroan tidak pernah dihadapkan pada sangkaan dari pihak berwenang atas ketidakpatuhan hukum dan regulasi. Dengan demikian, Perseroan tidak pernah mendapatkan sanksi denda finansial maupun sanksi hukum lain.

Mechanisms for Obtaining Advice and Raising Awareness [GRI 2-26] [GOV-2.A1]

The Company pursues *continuous improvement* through various initiatives, such as innovation forums, periodic evaluations, training, and outreach. The approaches to be implemented in 2025 include:

1. Hosting the Upstream Innovation & Improvement Awards (UIIA) Presentation Forum. The 2025 UIIA event raised a theme "BISA (Big Impact through Small Act): Innovation in Motion for a Sustainable Future," showcasing various strategic initiatives, ranging from the development of environmentally friendly technologies and breakthroughs in operational digitalization to business innovations that open up new growth opportunities. All of these initiatives are designed to enhance operational reliability while supporting the energy transition agenda and achieving the 2030 targets: 1 million barrels per day of oil production, 4 BSCFD of gas production, and a 7-year reserve-to-production ratio.
2. Conducting technical assistance and dissemination sessions with relevant authorities and/or competent parties regarding responsible business practices and sustainability governance. Technical assistance activities carried out in 2025 included:
 - a. Dissemination and technical guidance on the submission of the State Official's Wealth Report (LHKPN) facilitated by KPK.
 - b. Dissemination on the Implementation of the ISO 37001:2016 Anti-Bribery Management System facilitated by external consultants.

We also provide a mechanism to enhance awareness of the Code of Ethics by establishing a WBS. Disclosures regarding the WBS are presented in this Report under the section: Whistleblowing System.

Compliance with Laws and Regulations [GRI 2-27]

PHE consistently complies with all applicable laws and regulations. Throughout 2025, the Company faced no allegations from authorities regarding legal or regulatory non-compliance. Consequently, the Company did not incur any financial fines or other legal sanctions.





Hubungan dan Pendekatan Pelibatan Pemangku Kepentingan Stakeholder Engagement Relationships and Approaches [OJK E.4] [GRI 2-29]



PHE memiliki delapan pemangku kepentingan, yakni pemegang saham, pekerja, lembaga legislatif, pemerintah pusat dan regulator, pelanggan, masyarakat, mitra usaha/bisnis, dan media. Perseroan memastikan bahwa kebutuhan dan perhatian pemangku kepentingan ditangani dengan tepat, sehingga visi, misi, dan tujuan PHE dapat tercapai. [GRI 2-29] [GOV-2.A4]

PHE identifies eight key stakeholders: shareholders, workers, legislative bodies, central government and regulators, customers, the community, business partners, and the media. The Company ensures that stakeholder needs and concerns are addressed appropriately to ensure the achievement of PHE's vision, mission, and objectives. [GRI 2-29] [GOV-2.A4]



Metode dan Frekuensi Pelibatan Pemangku Kepentingan

Stakeholder Engagement Methods and Frequency

Pemangku Kepentingan Stakeholder	Kebutuhan Needs	Pendekatan Approach	
		Metode Method	Frekuensi Frequency
 <p>Pemegang Saham Shareholders</p>	Pemenuhan target operasional dan lifting migas. Fulfillment of operational targets and oil and gas lifting.	Penyusunan dan pengesahan RKAP. Preparation and approval of RKAP.	Satu tahun sekali. Once a year.
	Pelaporan kinerja. Performance reporting.	Rapat Umum Pemegang Saham. General Meeting of Shareholders.	Minimal satu tahun sekali, atau jika diperlukan. At least once a year, or if necessary.
		Laporan kinerja berkala. Regular performance report.	Triwulan. Quarterly.
		Laporan Keuangan Tahunan. Annual Financial Statements.	Satu tahun sekali. Once a year.
	<p>Dilakukan pelaporan kinerja perusahaan melalui RUPS Tahunan dan penyampaian Laporan Keuangan Tahun 2025 (<i>audited</i>) melalui situs web PHE. The Company's performance was reported through the Annual GMS (AGMS) and the submission of the audited 2025 Financial Statements via the PHE website.</p>		
 <p>Pekerja Workers</p>	Pemenuhan hak-hak normatif dan jaminan keselamatan dan kesehatan kerja (K3). Fulfillment of normative rights and guarantees of occupational health and safety (OHS).	Penyusunan Perjanjian Kerja Bersama (PKB) melalui perwakilan dalam serikat pekerja. Preparation of Collective Bargaining Agreements (CBA) through representatives in labor unions.	Jika diperlukan. If necessary.
	Kebebasan berserikat. Freedom of association.	Pembentukan dan dukungan terhadap serikat pekerja. Formation and support of labor unions.	Sesuai kebutuhan. As needed.
	Penyampaian pendapat pada sosialisasi peraturan. Submission of opinions in dissemination of regulations.	Town Hall Meeting	Minimal satu tahun sekali. At least once a year.
		Management Walkthrough	Secara berkala. Regularly.
	Peningkatan kompetensi. Competency improvement.	Pendidikan dan pelatihan kerja serta pengembangan karier (penilaian berkala). Education and job training and career development (regular assessment).	Secara berkala. Regularly.
Komunikasi yang jelas dan efektif. Clear and effective communication.	Meningkatkan saluran komunikasi seperti <i>broadcast</i> , <i>contact center</i> , media internal, dan kotak saran. Improvement of communication channels such as broadcast, contact center, internal media, and suggestion boxes.	Secara berkala. Regularly.	
	<ul style="list-style-type: none"> • <i>Town Hall Meeting</i> telah dilakukan sebanyak 2 kali, baik secara <i>daring</i> maupun <i>luring</i>. 2 Town Hall Meetings were conducted, both online and offline. • <i>Management Walkthrough</i> telah dilaksanakan sebanyak 61 kali. Management Walkthroughs were conducted 61 times. 		
 <p>Lembaga Legislatif Legislative Bodies</p>	Pemenuhan kebutuhan legal Perusahaan. Fulfillment of the Company's legal needs.	Rapat tahunan dan koordinasi terkait formalitas. Annual meeting and coordination regarding formalities.	Sekurang-kurangnya sebulan sekali. At least once a month.
	<p>22 kali pertemuan yang terdiri dari 9 kali Rapat Dengar Pendapat (RDP) dan 13 kali Kunjungan Kerja. A total of 22 meetings were conducted, comprising 9 Hearings (RDP) and 13 Working Visits.</p>		



Pemangku Kepentingan Stakeholder	Kebutuhan Needs	Pendekatan Approach	
		Metode Method	Frekuensi Frequency
 <p>Pemerintah Pusat dan Regulator Central Government and Regulators</p>	<p>Pemenuhan PNBP dan kewajiban lain. Fulfillment of PNBP and other obligations.</p>	<p>Setoran PNBP dan kewajiban lainnya. PNBP deposits and other obligations.</p>	<p>Satu tahun sekali. Once a year.</p>
	<p>Setoran PNBP untuk: Non-Tax State Revenue (PNBP) payments include:</p> <ul style="list-style-type: none"> Pembayaran <i>overlifting</i> yang dilakukan setelah proses pembahasan dan penetapan posisi <i>over/underlifting</i>, dengan frekuensi pembayaran satu kali dalam setahun. Overlifting payments, made following the discussion process and determination of the over/underlifting position, with a payment frequency of once per year. Pembayaran sewa dilaksanakan dengan frekuensi satu kali dalam setahun. Lease payments, conducted once annually. <i>Signature Bonus</i> dibayarkan apabila terdapat akuisisi blok di Indonesia. Signature Bonus, payable upon the acquisition of oil and gas blocks in Indonesia. 		
 <p>Pelanggan Customers</p>	<p>Kepastian hukum. Legal certainty.</p>	<p>Perumusan dan pengesahan kontrak jual beli migas. Formulation and ratification of oil and gas sales and purchase contracts.</p>	<p>Sesuai kebutuhan. As needed.</p>
	<p>Pelayanan dan jaminan pasokan migas. Oil and gas supply services and guarantees.</p>	<p>Mekanisme pengaduan. Complaint mechanism.</p>	<p>Saran dapat disampaikan melalui media komunikasi yang tersedia. Suggestions can be submitted through available communication media.</p>
		<p>Rapat koordinasi <i>lifting</i> migas. Oil and gas lifting coordination meeting.</p>	<p>Secara berkala sesuai kebutuhan dan sesuai kontrak. Regularly as necessary and according to contract.</p>
		<p>Survei kepuasan pelanggan. Customer satisfaction survey.</p>	<p>Tahunan. Annual.</p>
<ul style="list-style-type: none"> Kegiatan Customer Day 2025 dilakukan satu kali dan dihadiri oleh 136 orang sebagai perwakilan dari pelanggan PHE. The Customer Day 2025 event was held once and attended by 136 participants representing PHE's customers. Survei kepuasan pelanggan dilakukan sebanyak 1 kali pada tahun 2025 dengan responden sebanyak 80 orang dari 52 entitas pelanggan berbeda. A customer satisfaction survey was conducted once in 2025, with 80 respondents from 52 different customer entities. 			
 <p>Masyarakat Community</p>	<p>Manfaat kepada masyarakat. Benefits for community.</p>	<p>Pelaksanaan program CID di seluruh wilayah operasi Perusahaan. Implementation of CID program throughout the Company's areas of operation.</p>	<p>Sesuai kebutuhan. As needed.</p>
		<p>Perhitungan dampak melalui pengukuran SROI. Impact calculation through SROI measurement.</p>	<p>Satu tahun sekali. Once a year.</p>
	<p>Komunikasi yang efektif dan transparan. Effective and transparent communication.</p>	<p>Konsultasi publik dan musrenbang. Public consultation and musrenbang.</p>	<p>Sesuai kebutuhan. As needed.</p>
<ul style="list-style-type: none"> Program pelibatan dan pemberdayaan masyarakat disusun berdasarkan hasil kajian pemetaan sosial yang komprehensif serta pelibatan aktif para pemangku kepentingan. Sepanjang tahun 2025, Perusahaan telah melaksanakan 61 kajian di wilayah sekitar operasi guna mengidentifikasi potensi lokal, memahami tantangan yang dihadapi masyarakat, serta merumuskan peluang pengembangan program yang tepat sasaran dan berkelanjutan. Community involvement and empowerment programs are formulated based on the results of comprehensive social mapping studies and the active engagement of stakeholders. Throughout 2025, the Company conducted 61 studies within its operational areas to identify local potential, understand the challenges faced by the community, and formulate opportunities for targeted and sustainable program development. Pendekatan ini memastikan bahwa setiap program yang dijalankan selaras dengan kebutuhan dan aspirasi masyarakat, sekaligus memperkuat partisipasi serta rasa kepemilikan masyarakat terhadap program. Melalui upaya tersebut, hubungan antara Perusahaan dan masyarakat tetap terjaga secara harmonis dan kondusif, yang menjadi fondasi penting dalam mendukung keberlanjutan operasional serta penciptaan nilai bersama dalam jangka panjang. This approach ensures that every implemented program aligns with the needs and aspirations of the community while strengthening participation and a sense of local ownership. Through these efforts, a harmonious and conducive relationship between the Company and the community is maintained, serving as a vital foundation for supporting operational sustainability and long-term shared value creation. 			

Pemangku Kepentingan Stakeholder	Kebutuhan Needs	Pendekatan Approach	
		Metode Method	Frekuensi Frequency
 Mitra Usaha/Bisnis Business Partners	Kepastian hukum. Legal certainty.	Perumusan dan pengesahan kontrak kerja. Formulation and ratification of employment contracts.	Jika diperlukan. If necessary.
	Laporan kinerja dan operasional. Performance and operational reports.	Pertemuan koordinasi berkala. Regular coordination meeting.	Secara berkala. Regularly.
	Berdampak signifikan kepada keberlanjutan. Significant impact on sustainability.	Penilaian dan evaluasi berkala. Regular assessment and evaluation.	Secara berkala. Regularly.
	<ul style="list-style-type: none"> Kegiatan Vendor Day telah diselenggarakan sebanyak 1 kali yang dihadiri oleh 1.246 peserta. Peserta dalam forum ini merupakan perwakilan dari mitra kerja yang tergolong dalam Kategori Golongan Usaha Menengah dan Usaha Besar. Fokus utama kegiatan ini adalah penyelarasan visi strategis dan komitmen kepatuhan jangka panjang. Vendor Day was held once and attended by 1,246 participants. Participants in this forum represented business partners classified within the Medium and Large Enterprise Categories. The primary focus of this activity was the alignment of strategic vision and long-term compliance commitments. Dalam rangka pembinaan terhadap pengusaha berskala kecil, Perseroan telah melaksanakan 7 kali kegiatan <i>Supplier Engagement</i>. Forum ini diikuti oleh total 1.607 peserta yang mewakili mitra kerja Kategori Golongan Usaha Kecil. Kegiatan ini bertujuan untuk meningkatkan kompetensi dan pemahaman mitra mengenai prosedur pengadaan di Perusahaan. In the interest of developing small-scale entrepreneurs, the Company conducted 7 Supplier Engagement activities. These forums were attended by a total of 1,607 participants representing business partners in the Small Enterprise Category. These activities aimed to enhance the competency and understanding of partners regarding the Company's procurement procedures. Sebagai bentuk dukungan terhadap pemberdayaan mitra lokal di sekitar wilayah operasional, Perusahaan menyelenggarakan kegiatan Supplier Local Forum sebanyak 3 kali. Kegiatan ini dihadiri oleh 439 peserta. As a form of support for the empowerment of local partners around operational areas, the Company organized three Supplier Local Forum activities, which were attended by 439 participants. 		
 Media	Informasi kinerja dan informasi lain terkait Perusahaan. Performance information and other information related to the Company.	Penyampaian berkala materi kepada media. Regular submission of materials to media.	Setiap hari untuk diseminasi. Every day for dissemination.
	1.104 pers rilis disampaikan ke media selama tahun 2025. A total of 1,104 press releases were distributed to the media throughout 2025.		





PHE Membangun Kesejahteraan Bersama

PHE Building Shared Prosperity

PT Pertamina Hulu Energi (PHE) selaku Subholding Upstream PERTAMINA terus menunjukkan kesungguhan membangun kesejahteraan bersama, termasuk pekerja dan masyarakat di sekitar wilayah operasi.

PT Pertamina Hulu Energi (PHE), as the Upstream Subholding of PERTAMINA, continues to demonstrate its commitment to building shared prosperity, encompassing both its employees and the communities surrounding its operational areas.





Pengelolaan Lingkungan Kerja Layak dan Aman

Management of Decent and Safe Work Environments [OJK F.21] [OG 11.9.1]



PHE membangun budaya keselamatan dan kesehatan kerja (K3) di lingkungan kerja, sebagai bagian dari pengelolaan kesehatan, keselamatan, keamanan dan lindung lingkungan (K3LL/HSSE) Subholding Upstream. Sepanjang 2025, kami mencatat kinerja positif HSSE, yakni capaian jam kerja selamat 7.036.104 jam, dengan total tenaga kerja 126.255 orang per hari, dan jam kerja 322.627.734 jam.

Sistem Pengelolaan K3 [GRI 403-1, 403-8] [OG 11.9.2, 11.9.8]

[SASB EM-EP-540a.2]

Sistem pengelolaan K3 berpedoman pada Kebijakan Health, Safety, Security & Environment (HSSE) PT Pertamina Hulu Energi Subholding Upstream, yang telah diperbaharui pada 28 Juli 2025. Komitmen tentang K3 diterapkan melalui program HSSE yang bertujuan, antara lain:

1. Mencegah dan memitigasi risiko terjadinya insiden dan kecelakaan kerja melalui penerapan *Corporate Life Saving Rules (CLSR)* dan *Sustainability PERTAMINA Expectations for Management Excellence (SUPREME)*, pengoptimalan proses belajar dari kejadian (*lessons learned*) sebagai upaya pencegahan kejadian serupa, serta penerapan Sistem Izin Kerja Selamat (SIKA) dalam perencanaan, perizinan, pelaksanaan, dan evaluasi pekerjaan untuk memastikan pekerjaan dilakukan dengan selamat. Kami juga menerapkan *Contractor Safety Management System (CSMS)* sebagai persyaratan HSSE dalam pekerjaan kontrak, pemastian kesiapsiagaan sumber daya dan prosedur tanggap darurat segala jenis sebagai bagian integral dari Pengelolaan Keadaan Darurat dan Manajemen Krisis, serta pengelolaan risiko HSSE secara efektif.

PHE fosters a culture of occupational health and safety (OHS) within the work environment as part of the Upstream Subholding's health, safety, security, and environment (HSSE) management. Throughout 2025, we recorded a positive HSSE performance, achieving 7,036,104 safe man-hours, with a total workforce of 126,255 people per day and total working hours of 322,627,734 hours.

Occupational Health and Safety Management System [GRI 403-1, 403-8] [OG 11.9.2, 11.9.8] [SASB EM-EP-540a.2]

The OHS management system is guided by the PT Pertamina Hulu Energi Upstream Subholding Health, Safety, Security & Environment (HSSE) Policy, which was updated on July 28, 2025. The commitment to OHS is implemented through HSSE programs aimed at, among others:

1. Preventing and mitigating the risks of workplace incidents and accidents by implementing *Corporate Life Saving Rules (CLSR)* and *Sustainability PERTAMINA Expectations for Management Excellence (SUPREME)*, optimizing lessons learned to prevent recurrence, and applying the *Permit to Work (PTW)* system in planning, permitting, execution, and evaluation to ensure tasks are performed safely. We also implement the *Contractor Safety Management System (CSMS)* as an HSSE requirement for contracted work, ensuring resource preparedness and emergency response procedures for all scenarios, serving as an integral part of *Emergency and Crisis Management* and effective HSSE risk management.

2. Mencegah penyakit akibat kerja (PAK), meningkatkan derajat kesehatan fisik dan mental (*wellbeing*) pekerja melalui program *Promotive, Preventive, Fit to Work*, dan pemeriksaan kesehatan harian untuk kesiapan bekerja (*daily check-up* atau DCU). Langkah lain adalah pemantauan lingkungan kerja termasuk ketersediaan fasilitas layanan kesehatan bagi pekerja dan keluarga.

2. Preventing occupational diseases and enhancing the physical and mental wellbeing of workers through Promotive, Preventive, and Fit to Work programs, as well as daily check-up (DCU) for work readiness. Other measures include work environment monitoring and the provision of healthcare facilities for employees and their families.


Pengelolaan K3 juga mengacu kepada Kebijakan K3LL/HSSE PT Pertamina (Persero), serta regulasi Undang-Undang No. 22 Tahun 2001 tentang Minyak dan Gas Bumi. Selain itu, PHE menerapkan Manajemen Pengamanan Hulu Migas (MPHM) dengan menggunakan auditor dari pihak ketiga yang ditunjuk oleh SKK Migas. [GRI 403-8]

OHS management also refers to the HSSE Policy of PT Pertamina (Persero) and to Law No. 22 of 2001 concerning Oil and Natural Gas. Furthermore, PHE implements Upstream Oil and Gas Security Management (MPHM) utilizing third-party auditors appointed by SKK Migas. [GRI 403-8]

Pengelolaan sistem K3 melibatkan semua pekerja, termasuk pekerja dari kontraktor, vendor, pemasok, serta pemangku kepentingan lain yang beraktivitas di wilayah kerja Perusahaan. Setiap tahun, PHE melaksanakan evaluasi dan audit, serta memverifikasi bahwa seluruh atau 100% mitra kerja termasuk kontraktor/vendor/pemasok telah menerapkan standar K3LL/HSSE yang ditetapkan dan menjamin keselamatan serta kesehatan pekerja mereka. PHE mewajibkan seluruh vendor yang melaksanakan pekerjaan dengan risiko menengah dan tinggi untuk memiliki sertifikat CSMS. [GRI 403-8] [SHS-1.C3]

The OHS system management involves all workers, including those from contractors, vendors, suppliers, and other stakeholders operating within the Company's work areas. Each year, PHE conducts evaluations and audits to verify that 100% of its business partners including contractors, vendors, and suppliers have implemented the established HSSE standards and ensure the safety and health of their employees. PHE requires all vendors performing medium- and high-risk work to possess a CSMS certificate. [GRI 403-8] [SHS-1.C3]


Pengelolaan K3 PHE Subholding Upstream PHE Upstream Subholding's OHS Management


Keselamatan
Safety

PHE menerapkan keselamatan kerja berdasarkan Kebijakan HSSE PHE tertanggal 28 Juli 2025.
 PHE implements occupational safety in accordance with the PHE HSSE Policy dated July 28, 2025.

Tujuan
Objectives


- Tanpa mayor insiden.
Zero major incident.
- Menghilangkan faktor-faktor risiko kecelakaan kerja.
To eliminate risk factors for work accidents.


Kesehatan
Health

Penerapan kesehatan kerja dilakukan berdasarkan Kebijakan HSSE PHE tertanggal 28 Juli 2025.
 The implementation of occupational health is carried out in accordance with the PHE HSSE Policy dated 28 July, 2025.

Tujuan
Objectives

- Mencegah PAK.
To prevent occupational diseases.
- Menciptakan iklim kerja yang sehat, serta mendukung kesehatan pekerja.
To create a healthy work climate and to support workers' health.


Standardisasi K3
OHS Standardization

Internal

- SUPREME
- *Corporate Life Saving Rules* (CLSR)
- Pedoman HSSE HSSE Guidance
- *Contractor Safety Management System* (CSMS)

Eksternal
External

- Sistem Manajemen K3 dan Lindung Lingkungan (SMK3LL).
Occupational Health, Safety, and Environmental Management System.
- Sistem Manajemen Pengamanan Peraturan Kapolri No. 24/2007.
Security Management System pursuant to Regulation of Chief of Indonesian National Police No. 24/2007.
- ISO 45001 Sistem Manajemen K3.
ISO 45001 OHS Management System.

Identifikasi Bahaya, Asesmen Risiko, dan Investigasi Insiden [GRI 403-2] [SHS-3.A4]

Kami berusaha mencegah dan memitigasi risiko terjadinya insiden dan/atau kecelakaan kerja dengan menerapkan SUPREME, dengan mengidentifikasi risiko-risiko berdasarkan pengalaman kejadian sebelumnya, menetapkan langkah mitigasi, serta mendelegasikan penanggung jawab ke dalam mekanisme teknis pelaksanaan SUPREME. Setelah melalui proses identifikasi, kemudian dilakukan evaluasi, penilaian, serta audit terhadap pelaksanaannya. Proses audit akan memastikan apakah praktik K3LL/HSSE sudah dilakukan dengan tepat, serta menilai seberapa baik risiko dikelola dan mengidentifikasi area yang memerlukan perbaikan. Dari proses yang berlangsung akan diketahui peringkat penerapan SUPREME, yang berfungsi sebagai potret pengelolaan risiko K3 di lingkungan Perusahaan. [SHS-3.A3]

Melalui identifikasi, mitigasi, dan perbaikan gap, PHE dapat mengurangi kemungkinan terjadinya kecelakaan dan menekan laju *Total Recordable Incident Rate* (TRIR) pada tingkat kejadian lebih rendah. Sepanjang 2025, kami telah melakukan pengukuran kinerja HSSE melalui audit internal SUPREME dari tujuh lokasi. Hasil pengukuran ditampilkan dalam lima tipe warna sebagai berikut:

Hazard Identification, Risk Assessment, and Incident Investigation [GRI 403-2] [SHS-3.A4]

We strive to prevent and mitigate the risk of workplace incidents and/or accidents by implementing SUPREME, which involves identifying risks based on previous occurrences, establishing mitigation measures, and delegating responsibility through the SUPREME technical implementation mechanism. Following the identification process, evaluation, assessment, and audits are conducted on its execution. The audit process ensures that HSSE practices are correctly implemented, assesses how effectively risks are managed, and identifies areas requiring improvement. This ongoing process determines the SUPREME implementation rating, which serves as a snapshot of OHS risk management within the Company's environment. [SHS-3.A3]

Through identification, mitigation, and gap remediation, PHE can reduce the likelihood of accidents and maintain the Total Recordable Incident Rate (TRIR) at a lower incidence level. Throughout 2025, we measured HSSE performance through internal SUPREME audits across seven locations. The results of these measurements are displayed in five color-coded categories as follows:

Hasil Audit Internal SUPREME 2025 SUPREME Internal Audit Results 2025



Peringkat Identifikasi Pengelolaan Risiko HSSE di Lingkungan PHE Subholding Upstream HSSE Risk Management Identification Rating in PHE Upstream Subholding Environment

Operate With Manageable Risk Organisasi dioperasikan berdasarkan risiko yang telah dikelola The organization operates based on managed risks	Seluruh proses, SPT & SBT, dan implementasinya telah melampaui syarat minimum sehingga secara umum risiko kegiatan operasional telah mampu dikelola secara aman. The entire process, SOPs & SBPs, and their implementation have exceeded the minimum requirements, thus generally ensuring that operational activities' risks can be safely managed. (Excellence/Generative)
Operate With Unmanageable Risk Organisasi dioperasikan berdasarkan risiko yang belum dikelola dengan baik The organization operates based on risks that have not been managed well	Seluruh proses, SPT & SBT, dan implementasinya telah memenuhi syarat minimum sehingga secara umum risiko kegiatan operasional telah mampu dikelola secara aman. The entire process, SOPs & SBPs, and their implementation have met the minimum requirements, thus generally ensuring that operational activities' risks can be managed safely. (Acceptable/Fully Adequate)
Operate With Unmanageable Risk Organisasi dioperasikan berdasarkan risiko yang belum dikelola dengan baik The organization operates based on risks that have not been managed well	Sebagian besar proses, SPT & SBT, dan implementasinya telah memenuhi syarat minimum dan pengelolaan risikonya secara umum masih dapat ditoleransi/mencukupi untuk dapat melaksanakan kegiatan operasional. Most of the processes, SOPs & SBPs, and their implementation have met the minimum requirements, and the management of their risks can generally still be tolerated/sufficient to carry out operational activities. (Tolerable/Adequate)
Operate With Unmanageable Risk Organisasi dioperasikan berdasarkan risiko yang belum dikelola dengan baik The organization operates based on risks that have not been managed well	Sebagian besar proses, SPT & SBT, dan implementasinya tidak memenuhi syarat serta berpotensi memberikan dampak risiko menengah ke tinggi terhadap kegiatan operasional sehingga kondisi tersebut tidak dapat ditoleransi. Most of the processes, SOPs & SBPs, and their implementation do not meet the requirements and have the potential to pose medium to high risks to operational activities, making this condition intolerable. (Not Tolerable)
Operate With Unmanageable Risk Organisasi dioperasikan berdasarkan risiko yang belum dikelola dengan baik The organization operates based on risks that have not been managed well	Sebagian besar proses, SPT & SBT, dan implementasinya tidak memenuhi syarat serta berpotensi memberikan dampak risiko tinggi terhadap kegiatan operasional sehingga kondisi tersebut tidak dapat diterima. Most of the processes, SOPs & SBPs, and their implementation do not meet the requirements and have the potential to pose high risks to operational activities, making this condition. (Unacceptable)

SUPREME dan HSSE Golden Rules [SHS-3.A3]

SUPREME didasarkan pada pemenuhan peraturan perundangan yang berlaku seperti SMK3; Peraturan Kapolri No. 24 Tahun 2007 tentang Sistem Manajemen Pengamanan Organisasi, Perusahaan dan/atau Instansi/Lembaga Pemerintah; rating PROPER Kementerian Lingkungan Hidup; serta standar sistem manajemen internasional seperti ISO 14001 dan ISO 45001, serta standar lainnya. SUPREME ditetapkan sebagai PERTAMINA Standard oleh PERTAMINA Standardization & Certification (PSC) dan telah terdapat pembaruan dengan No. PS-S-023-440-2023. Saat ini, PHE Subholding Upstream menerapkan Pedoman SUPREME Revisi 1 Tahun 2019 yang menggantikan Pedoman Sistem Manajemen HSSE Pertamina versi sebelumnya (No. A-001/100200/2011-SO [Rev. 2]).

Corporate Life Saving Rules (CLSR) [SHS-3.A3]

Kebijakan CLSR mengacu pada kebijakan PERTAMINA yang diperbarui pada 2024 dan dituangkan dalam Surat Keputusan Direktur Utama PT Pertamina Hulu Energi No. KPTS-015/PHE00000/2024-SO tentang CLSR. Kebijakan berlaku di seluruh entitas PHE Subholding Upstream dan bertujuan mencegah terjadinya kecelakaan yang dapat mengancam jiwa setiap pekerja, mitra kerja termasuk kontraktor pada aktivitas dan pekerjaan di PHE Subholding Upstream.

Penerapan CLSR melibatkan peran dan tanggung jawab Pimpinan Tertinggi di entitas PHE Subholding Upstream, seluruh Perwira maupun pekerja kontraktor dan mitra kerja/vendor/pemasok. Perusahaan telah menetapkan 10 indikator CLSR yang berasal dari kegiatan berisiko tinggi dan berpotensi menimbulkan kecelakaan kerja. Kami juga melakukan pemantauan dan evaluasi secara berkala untuk mengukur efektivitas penerapan CLSR.

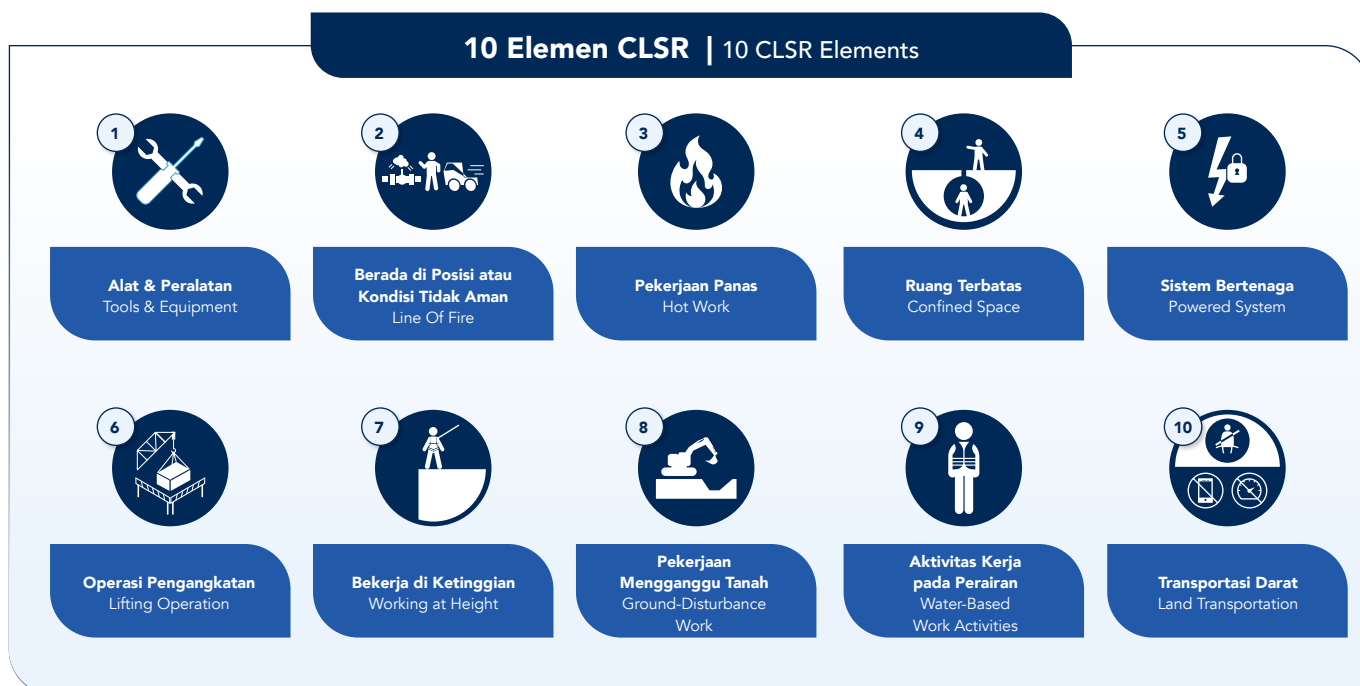
SUPREME and HSSE Golden Rules [SHS-3.A3]

SUPREME is based on compliance with prevailing laws and regulations, such as the Occupational Health and Safety Management System (OHSMS); National Police Chief Regulation No. 24 of 2007 concerning the Security Management System for Organizations, Companies, and/ or Government Agencies/Institutions; the Ministry of Environment's PROPER rating; and international management system standards such as ISO 14001 and ISO 45001, among others. SUPREME has been designated as a PERTAMINA Standard by PERTAMINA Standardization & Certification (PSC), with the latest update under No. PS-S-023-440-2023. Currently, PHE Upstream Subholding implements the 2019 SUPREME Guidelines Revision 1, which replaces the previous version of the Pertamina HSSE Management System Guidelines (No. A-001/100200/2011-SO [Rev. 2]).

Corporate Life Saving Rules (CLSR) [SHS-3.A3]

The CLSR policy refers to the PERTAMINA policy updated in 2024 and is formalized in the Decree of the President Director of PT Pertamina Hulu Energi No. KPTS-015/PHE00000/2024-SO regarding CLSR. This policy applies across all PHE Upstream Subholding entities and aims to prevent life-threatening accidents for all workers and business partners, including contractors, during activities and operations within the PHE Upstream Subholding.

The implementation of CLSR involves the roles and responsibilities of the Senior Management within the PHE Upstream Subholding entities, all "Perwira" (officers), as well as contractor workers and business partners/vendors/suppliers. The Company has established 10 CLSR indicators derived from high-risk activities with the potential to cause workplace accidents. We also conduct regular monitoring and evaluation to measure the effectiveness of the CLSR implementation.





Pelaporan Kondisi Membahayakan Keselamatan dan Investigasi Insiden [GRI 403-2] [SHS-3.A4]

Mekanisme pelaporan merujuk pada TKO Pelaporan dan Investigasi Insiden Rev. 3 No. B8-001/PHE04000/2021-S9. Sesuai ketentuan tersebut, pelaporan disampaikan berjenjang hingga kepada pejabat yang berwenang mengambil keputusan penghentian pekerjaan serta evakuasi pekerja. Perseroan bersama seluruh entitasnya mewajibkan pelaporan atas kondisi tidak aman dan/atau tindakan tidak aman, yang disertai dengan pelaksanaan evaluasi pekerja apabila diperlukan. Sepanjang 2025, Perseroan dan seluruh entitasnya telah melakukan 1.288.722 pengamatan terhadap kondisi dan perilaku tidak aman. Investigasi dilaksanakan oleh tim yang dibentuk Perusahaan, dengan ketentuan salah satu anggota memiliki kompetensi untuk menyelidiki insiden kecelakaan. Hasil investigasi disampaikan kepada pimpinan tertinggi lokasi insiden dan pimpinan penerbit surat perintah investigasi untuk mendapatkan perhatian dan pencegahan dini atas risiko kondisi yang membahayakan keselamatan.

Layanan Kesehatan Kerja dan Promosi Kesehatan Pekerja [GRI 403-3, 403-6] [OG 11.9.4, 11.9.7] [SHS-2.C2]

Layanan kesehatan kerja dilaksanakan dengan mengacu pada Peraturan Pemerintah (PP) No. 88 Tahun 2019 tentang Kesehatan Kerja. Sesuai PP tentang Kesehatan Kerja, penyelenggaraan kesehatan kerja ditujukan kepada seluruh pekerja, dan dilaksanakan melalui layanan untuk pencegahan penyakit, peningkatan kesehatan, penanganan penyakit, dan pemulihan kesehatan.

Perseroan menyelenggarakan beberapa program sebagai upaya peningkatan kualitas kesehatan kerja. Layanan kesehatan kerja untuk pencegahan atau preventif yang dijalankan selama 2025, di antaranya:

- **No Valid MCU No Entry, No Follow Up No Entry**
Sesuai surat SVP HSSE No. 002.S00000/2025-S0 tanggal 2 Januari 2025 tentang Pengelolaan No Valid MCU No Entry 2025, para pekerja diwajibkan untuk melakukan pemeriksaan *Medical Check Up* (MCU) sebelum 30 Juni 2025. Selain itu, para pekerja juga diharuskan untuk melakukan tindak lanjut MCU dengan kategori derajat kesehatan P4-P7. Selama 2025, telah tercatat 100% Perwira di Subholding Upstream telah melakukan pemeriksaan MCU dan tindak lanjutnya.
- **Program Sehat Bugar Senang Produktif (SeBuSe Pro)**
Merupakan upaya inisiatif strategis yang dirancang sebagai tindak lanjut dari hasil MCU. Program ini merupakan langkah nyata dalam memutus rantai peningkatan penyakit yang teridentifikasi melalui MCU, dengan prinsip promotif dan preventif yang menegaskan bahwa pencegahan selalu lebih efektif dan berdampak jangka panjang dibandingkan penanganan penyakit pada tahap lanjut. Dengan pelaksanaan yang konsisten setiap tahun berjalan serta partisipasi aktif seluruh pihak, diharapkan derajat kesehatan pekerja meningkat, beban penyakit menurun, dan kualitas hidup serta produktivitas dapat terjaga secara berkesinambungan.

[SHS-2.C3]

Reporting Hazardous Conditions and Incident Investigation [GRI 403-2] [SHS-3.A4]

The reporting mechanism refers to the Technical Operating Procedure (TKO) for Incident Reporting and Investigation Rev. 3 No. B8-001/PHE04000/2021-S9. In accordance with these provisions, reports are submitted through a hierarchy up to the officials authorized to decide on work stoppages and worker evacuations. The Company, along with all its entities, mandates the reporting of unsafe conditions and/or unsafe acts, accompanied by worker evaluations when necessary. Throughout 2025, the Company and its entities conducted 1,288,722 observations of unsafe conditions and behaviors. Investigations are carried out by a team formed by the Company, with the requirement that at least one member possesses the competency to investigate accidents. Investigation results are submitted to the highest-ranking official at the incident location and the official who issued the investigation order to ensure proper attention and early prevention of risks that endanger safety.

Occupational Health Services and Worker Health Promotion [GRI 403-3, 403-6] [OG 11.9.4, 11.9.7] [SHS-2.C2]

Occupational health services are provided in accordance with Government Regulation (PP) No. 88 of 2019 on Occupational Health. In accordance with the Government Regulation on Occupational Health, occupational health services are provided to all workers and implemented through services for disease prevention, health promotion, disease management, and health recovery.

The Company organizes several programs as part of its efforts to enhance occupational health quality. Occupational health services for prevention implemented during 2025 include:

- **No Valid MCU No Entry, No Follow Up No Entry**
Pursuant to the SVP HSSE Letter No. 002.S00000/2025-S0 dated January 2, 2025, concerning the 2025 Management of "No Valid MCU No Entry," workers were required to undergo Medical Check-Ups (MCU) before June 30, 2025. Furthermore, workers were required to perform follow-ups for MCUs categorized under health status levels P4–P7. During 2025, it was recorded that 100% of "Perwira" (officers) in the Upstream Subholding completed their MCU examinations and follow-ups.
- **Sehat Bugar Senang Produktif (SeBuSe Pro) Program**
This is a strategic initiative designed as a follow-up to MCU results. The program is a concrete step in breaking the cycle of increasing diseases identified through MCUs, employing promotive and preventive principles that emphasize prevention as always being more effective and having a longer-lasting impact than advanced-stage medical treatment. Through consistent annual implementation and the active participation of all parties, the program aims to improve worker health levels, reduce the disease burden, and sustainably maintain quality of life and productivity [SHS-2.C3]

- *Health Risk Assessment*
Program *Health Risk Assessment* telah diimplementasikan sebagai upaya preventif dan strategis untuk mengidentifikasi faktor risiko kesehatan yang dapat mempengaruhi keselamatan kesehatan kerja. Semua lokasi area risiko tinggi telah dilakukan penilaian risiko kesehatan dan dilakukan penanganan untuk menurunkan risiko yang ada.
- *Fit to Work*
Program *Fit to Work* dirancang untuk memastikan bahwa setiap pekerja berada dalam kondisi kesehatan yang layak dan aman sehingga mampu melaksanakan pekerjaannya tanpa membahayakan diri sendiri maupun lingkungan kerja.
- *Illness Fatality Prevention Program*
Fungsi *Health* menjalankan *Illness Fatality Prevention Program*, di antaranya:
 1. Pelaksanaan & verifikasi MCU;
 2. Penentuan derajat kesehatan dan laik kerja;
 3. Pelaksanaan tindak lanjut MCU;
 4. Pemeriksaan kesehatan pekerja di lapangan;
 5. Promosi kesehatan.

Upaya peningkatan kesehatan kerja dilaksanakan dengan langkah-langkah promotif kesehatan pekerja. Langkah yang dilakukan di 2025 antara lain:

- Obesitas dan kelebihan berat badan masih menjadi persoalan dominan pekerja di Subholding Upstream. PHE terus meningkatkan kesadaran pekerja terkait pengelolaan obesitas, dengan memberi pengetahuan dasar mengenai pengelolaan berat badan. [SHS-2.A2]
- Kami mengukur tingkat budaya HSSE dalam Perusahaan melalui Survei Budaya HSSE yang telah dilakukan di 2024. Hasil survei menunjukkan nilai 4,25 (skala 5) atau berada pada level *proactive*. Kami akan melakukan survei selanjutnya sesuai dengan mekanisme yang ditentukan PT Pertamina (Persero). [SHS-2.A1] [SASB EM-EP-320a.2]
- Fungsi *Health* berkontribusi melakukan sosialisasi pengetahuan mengenai bahaya penyakit menular dan program pencegahan penyalahgunaan narkotika, psikotropika, dan zat adiktif lainnya (NAPZA). Upaya ini bertujuan untuk membangun budaya kerja yang sehat dan aman.

Adapun layanan kesehatan kerja untuk penanganan penyakit dan pemulihan kesehatan termasuk untuk bukan PAK, diwujudkan memberikan layanan kesehatan kepada pekerja serta keluarga mereka, mencakup rawat jalan, rawat inap, layanan tambahan, dan fasilitas BPJS Kesehatan. Layanan kesehatan dijalankan melalui kerja sama dengan PT Pertamina Bina Medika-Indonesia Healthcare Corporation yang merupakan *holding* Rumah Sakit BUMN. Kami juga bekerja sama dengan provider lain penyelenggara jasa asuransi maupun jasa layanan kesehatan sesuai area operasi, guna memudahkan dan mempercepat penanganan medis. Pada 2025, terdapat 42.270 pekerja dan keluarga mereka yang mendapatkan penanganan medis, termasuk bukan PAK.

- *Health Risk Assessment*
The *Health Risk Assessment* program has been implemented as a preventive and strategic effort to identify health risk factors that could affect occupational health and safety. All high-risk locations have undergone health risk assessments, and mitigation measures have been implemented to reduce existing risks.
- *Fit to Work*
The *Fit to Work* program is designed to ensure that every worker is in good health and safe condition, enabling them to perform their duties without endangering themselves or the work environment.
- *Illness Fatality Prevention Program*
The *Health Function* executes the *Illness Fatality Prevention Program*, which includes:
 1. Implementation and verification of MCUs;
 2. Determination of health status and fit to work;
 3. Implementation of MCU follow-ups;
 4. Field worker health screenings;
 5. Health promotion.

Occupational health enhancement efforts are implemented through worker health promotion measures. Steps taken in 2025 included:

- Obesity and overweight remain dominant issues for workers in the Upstream Subholding. PHE continues to raise worker awareness regarding obesity management by providing fundamental knowledge on weight management. [SHS-2.A2]
- We measure the level of HSSE culture within the Company through the HSSE Culture Survey conducted in 2024. The survey results showed a score of 4.25 (on a scale of 5), placing the company at the "proactive" level. We will conduct the subsequent survey in accordance with the mechanisms determined by PT Pertamina (Persero). [SHS-2.A1] [SASB EM-EP-320a.2]
- The *Health Function* contributes by disseminating knowledge on the dangers of infectious diseases and prevention programs for the abuse of narcotics, psychotropics, and other addictive substances (NAPZA). These efforts aim to build a healthy and safe work culture.

Occupational health services for disease management and health recovery, including non-occupational diseases (non-PAK), are delivered through healthcare services for employees and their families, covering outpatient and inpatient care, supplementary services, and BPJS Kesehatan facilities. These health services are delivered through a partnership with PT Pertamina Bina Medika-Indonesia Healthcare Corporation, the SOE hospital holding. We also collaborate with other providers, including insurance and healthcare service providers within our operational areas, to facilitate and expedite medical treatment. In 2025, a total of 42,270 employees and their families received medical treatment, including for non-occupational diseases.

Selama 2025, tidak ada kejadian luar biasa (KLB)/epidemi di wilayah operasi tertentu. Namun demikian, kami terus melakukan berbagai langkah antisipasi seperti melakukan sosialisasi penyakit infeksi seperti infeksi saluran pernapasan atas (ISPA), demam tifoid, diare, tuberkulosis, dan demam dengue. Kami juga memastikan kecukupan ketersediaan obat dan vaksin di fasilitas kesehatan di sekitar wilayah operasi, sebagai antisipasi bila terjadi KLB/epidemi. [SHS-2.C1, A3, A5]

Peningkatan kesehatan kerja juga dilakukan melalui program-program bersifat khusus yang dirangkai dengan keberagaman, kekayaan budaya maupun kegiatan keagamaan. Kegiatan yang dijalankan di 2025, di antaranya: [SHS-2.A4]

- Melakukan sosialisasi mengenai tips sehat kerja produktif selama bulan puasa.
- Memberikan tips dalam memilih olahraga yang tepat selama bulan puasa.
- Melaksanakan *Management Walkthrough* (MWT) dan Safari Ramadhan untuk mempererat silaturahmi ke lapangan kerja.

Partisipasi, Konsultasi, dan Komunikasi kepada Pekerja terkait K3 [GRI 403-4] [OG 11.9.5]

Kami mendorong partisipasi aktif pekerja dalam pengelolaan K3, termasuk melalui konsultasi dan komunikasi dengan mereka. Beberapa kegiatan di 2025, antara lain: [SHS-1.C1]

1. Pelaksanaan Bulan K3 Nasional: Kegiatan ditujukan untuk memperkuat kesadaran, kepedulian, serta partisipasi aktif seluruh pekerja, mitra kerja/vendor/pemasok dalam menerapkan prinsip-prinsip K3 secara konsisten dan berkelanjutan.
2. Sosialisasi dan konsultasi 1on1 terkait CSMS dalam kegiatan Vendor Day dan Supplier Engagement Day.
3. PHE Subholding Upstream memiliki Loss Prevention Committee (LPC) atau setara dengan Panitia Pembina Keselamatan dan Kesehatan Kerja (P2K3), beranggotakan Direktur dan VP dengan garis laporan langsung di bawah Direktur Utama, yang mewakili seluruh fungsi. LPC melakukan pertemuan dengan frekuensi minimal triwulanan dalam 1 tahun guna mengevaluasi penerapan kebijakan HSSE dan mencari solusi atas berbagai masalah dalam penerapan K3.

Pelatihan Pekerja terkait K3 [GRI 403-5] [OG 11.9.6]

Kami terus meningkatkan kesadaran dan kompetensi pekerja dalam menciptakan lingkungan kerja yang aman, melalui dua upaya strategis yaitu HSSE *mandatory training* yang diselenggarakan melalui 41.634 kegiatan pelatihan yang dilakukan secara daring, dengan total waktu pelatihan mencapai 917.690 jam dan total peserta 13.878 pekerja sepanjang 2025 dan pelatihan untuk peningkatan *technical competencies*. [SHS-1.C2]

Untuk *technical competencies*, pelatihan yang diutamakan adalah Upstream Fire Rescue Challenge (UFRC). Tujuan pelatihan ini adalah untuk melatih kemampuan tim khusus pada setiap Anak Perusahaan dalam menjaga keselamatan pekerja dan aset perusahaan. UFRC diselenggarakan di HSE Training Center Sungai Gerong, Sumatra Selatan. Lokasi tersebut merupakan fasilitas pelatihan *rescue* terbesar di Indonesia dan dikelola oleh PERTAMINA Corporate University.

Throughout 2025, there were no extraordinary occurrences (KLB) or epidemics in any specific operational areas. Nevertheless, we continue to take various anticipatory measures, such as conducting dissemination on infectious diseases, including upper respiratory tract infections (ISPA), typhoid fever, diarrhea, tuberculosis, and dengue fever. We also ensure the adequate availability of medicines and vaccines at health facilities around our operational areas to anticipate potential extraordinary occurrences or epidemics. [SHS-2.C1, A3, A5]

Occupational health enhancement is also pursued through specialized programs integrated with diversity, cultural richness, and religious activities. Activities conducted in 2025 included: [SHS-2.A4]

- Disseminating healthy tips for maintaining productivity during the fasting month.
- Providing guidance on selecting appropriate exercise routines during the fasting month.
- Conducting Management Walkthroughs (MWT) and Safari Ramadhan to strengthen relationships and engagement at worksites.

Worker Participation, Consultation, and Communication on OHS [GRI 403-4] [OG 11.9.5]

We encourage the active participation of workers in OHS management, including through consultation and communication. Key activities in 2025 included: [SHS-1.C1]

1. National OHS Month (Bulan K3 Nasional): This initiative aimed to strengthen awareness, concern, and active participation among all employees and business partners/vendors/suppliers in applying OHS principles consistently and sustainably.
2. Dissemination and 1-on-1 Consultations regarding CSMS: These sessions were conducted during Vendor Day and Supplier Engagement Day events.
3. Loss Prevention Committee (LPC): PHE Upstream Subholding maintains an LPC, equivalent to the Occupational Health and Safety Committee (P2K3). Its members include Directors and VPs who report directly to the President Director and represent all functions. The LPC holds meetings at least quarterly each year to evaluate the implementation of HSSE policies and identify solutions to various OHS issues.

Worker Training on OHS [GRI 403-5] [OG 11.9.6]

We continue to enhance worker awareness and competence in creating a safe work environment through two strategic efforts: HSSE mandatory training, through 41,634 online training sessions, totaling 917,690 training hours, attended by 13,878 participants throughout 2025, and training for technical competency improvement. [SHS-1.C2]

Regarding technical competencies, the prioritized training is the Upstream Fire Rescue Challenge (UFRC). The objective of this training is to hone the capabilities of special teams within each Subsidiary in safeguarding workers and company assets. The UFRC is held at the HSE Training Center in Sungai Gerong, South Sumatra. This facility is the largest rescue training center in Indonesia and is managed by the PERTAMINA Corporate University.

Pelaksanaan Pelatihan K3 2025

2025 OHS Training Execution

Topik Pelatihan K3 OHS Training Topic	Durasi Pelatihan Training Duration	Jumlah Peserta (Orang) Number of Participants (People)
Mandatory Corporate Life Saving Rules (CLSR) - 10 Modul	721.656	13.878
Mandatory HSSE Culture	721.656	13.878
Training SUPREME	7.930	793
Mandatory Stress Management	180.414	13.878
HSSE Leadership	4.170	417
Pelatihan First Aid First Aid Training	2.870	287
Pelatihan K3 (Teknis) OHS Technical Training	6.710	671

Jumlah Peserta Pelatihan K3 berdasarkan Materi Pelatihan

Number of OHS Training Participants based on Training Material

Materi Pelatihan OHS Training Topic	Jumlah Peserta (Orang) Number of Participants (People)		
	2025	2024	2023
Mandatory Corporate Life Saving Rules (CLSR) - 10 Modul	13.878	7.496	4.386
Mandatory HSSE Culture	13.878	1	86
Training SUPREME	793	1.453	1.442
Mandatory Stress Management	13.878	27	1.023
HSSE Leadership	417	278	293
Pelatihan First Aid First Aid Training	287	431	86
Pelatihan K3 (Teknis) OHS Technical Training	671	508	2.803

Jumlah Peserta Pelatihan K3 berdasarkan Wilayah Operasi

Number of OHS Training Participants based on Operational Area

Wilayah Operasi Operational Area	Jumlah Peserta (Orang) Number of Participants (People)		
	2025	2024	2023
Kantor Pusat Subholding Upstream Upstream Subholding Head Office	2.588	3.608	2.966
Regional 1	12.494	1.469	13.793
Regional 2	5.695	585	8.871
Regional 3	8.299	3.275	13.276
Regional 4	4.642	14.838	6.761
Regional 5	818	7.811	278
PDSI	1.803	23.469	1.762
ELNUSA	1.829	4.590	1.999
BADAK LNG	5.663	1.226	1.543

Partisipasi pada Forum Internasional terkait K3

Kami juga aktif berpartisipasi pada forum internasional terkait K3, baik regional maupun global, guna memastikan pengelolaan K3 di Subholding Upstream telah memenuhi standar internasional. Kegiatan forum internasional yang diikuti selama 2025, yaitu SPE Workshop: Production Asset Integrity and Corrosion Management: Best Practices and Innovation, 29-30 April 2025 di Bangkok, Thailand. [SHS-1.A3]

Pencegahan dan Mitigasi Dampak K3 terkait Hubungan Bisnis [GRI 403-7] [OG 11.9.8]

PHE Subholding Upstream menerapkan *Contractor Safety Management System* (CSMS) untuk mengontrol konsistensi kinerja aspek HSSE para mitra kerja termasuk kontraktor selama periode kontrak kerja. Selama 2025, kontrak kerja dengan klasifikasi 1.251 kontrak risiko tinggi (39%), 273 kontrak risiko menengah (8%), dan 1.713 kontrak risiko rendah (53%). Semua mitra kerja telah menerima kontrak yang mencakup klausul *socio-economic exhibit*, sejalan dengan langkah Perusahaan mengadopsi Kebijakan Sosial untuk Pemasok dan Kontraktor PT Pertamina (Persero). Evaluasi terhadap seluruh persyaratan aspek HSSE dilakukan berdasarkan TKO Pengelolaan CSMS No. B8-004/PHE04000/2021-S9 Rev.2.

Pencegahan Insiden Skala Besar dan Penanganan Kondisi Darurat [SHS-6.C3]

PHE Subholding Upstream bergerak di bidang eksplorasi dan produksi minyak dan gas bumi, sehingga tak luput dari risiko kebakaran, ledakan, pencemaran lingkungan, gangguan keamanan, dan bencana alam yang dapat menimbulkan konsekuensi berupa korban jiwa, kerusakan lingkungan, kerusakan aset, dan turunnya reputasi Perusahaan. Hal ini mendorong kami menjadikan keselamatan proses (*process safety*) sebagai prioritas utama, guna mencegah terjadinya insiden besar, memitigasinya dan mendukung keberlanjutan bisnis. Perusahaan telah membuat Pedoman Process Safety & Asset Integrity Management System (PSAIMS) No.A8-004/PHE04000/2021-S9, dan Pedoman Pengelolaan Tanggap Darurat dan Manajemen Krisis No. A8-001/PHE04000/2021-S9 Revisi-2 yang mencakup penanganan keadaan darurat kebakaran, tumpahan minyak dan bahan beracun dan berbahaya (B3), medis, keamanan, dan bencana alam. [SHS-3.A2]

Perusahaan menjalin kolaborasi dengan entitas (Subholding) lain dalam Grup PERTAMINA untuk memperkuat sinergi dalam menghadapi keadaan darurat. Dalam keadaan normal, pengelolaan sistem tanggap darurat dilakukan oleh Fungsi HSSE, khususnya melalui entitas Emergency Response and Crisis Management (ERCM). Latihan tanggap darurat (*emergency exercise*) rutin dilaksanakan untuk mengevaluasi kesiapan tim (ERO), efektivitas respons, kelengkapan & kinerja peralatan darurat, dan keakuratan prosedur.

Dalam keadaan darurat, aktivitas tanggap darurat dilakukan oleh Emergency Response Organization (ERO). Aktivitas tanggap darurat tersebut diterapkan secara berjenjang (*tiered response*) oleh ERO yang berbeda, dimulai dari fasilitas lapangan/site/field (Site Emergency Response Team), ke tingkat Zona atau setara (Incident Management Team), ke Regional atau Anak Perusahaan (Business Support Team), dan ke Subholding Upstream (Crisis Management Team), bergantung pada kompleksitas keadaan darurat.

Participation in International OHS Forums

We also actively participate in international OHS forums, both regional and global, to ensure that OHS management within the Upstream Subholding meets international standards. The international forum attended in 2025 was the SPE Workshop: Production Asset Integrity and Corrosion Management: Best Practices and Innovation, held on April 29–30, 2025, in Bangkok, Thailand. [SHS-1.A3]

Prevention and Mitigation of OHS Impacts Related to Business Relationships [GRI 403-7] [OG 11.9.8]

PHE Upstream Subholding implements the Contractor Safety Management System (CSMS) to monitor the consistency of HSSE performance among business partners, including contractors, throughout the contract period. In 2025, the contract classifications consisted of 1,251 high-risk contracts (39%), 273 medium-risk contracts (8%), and 1,713 low-risk contracts (53%). All business partners have entered into contracts that include socio-economic exhibit clauses, in line with the Company's adoption of the PT Pertamina (Persero) Social Policy for Suppliers and Contractors. The evaluation of all HSSE requirements is conducted in accordance with the Technical Operating Procedure (TKO) for CSMS Management No. B8-004/PHE04000/2021-S9 Rev. 2.

Prevention of Large-Scale Incidents and Emergency Response [SHS-6.C3]

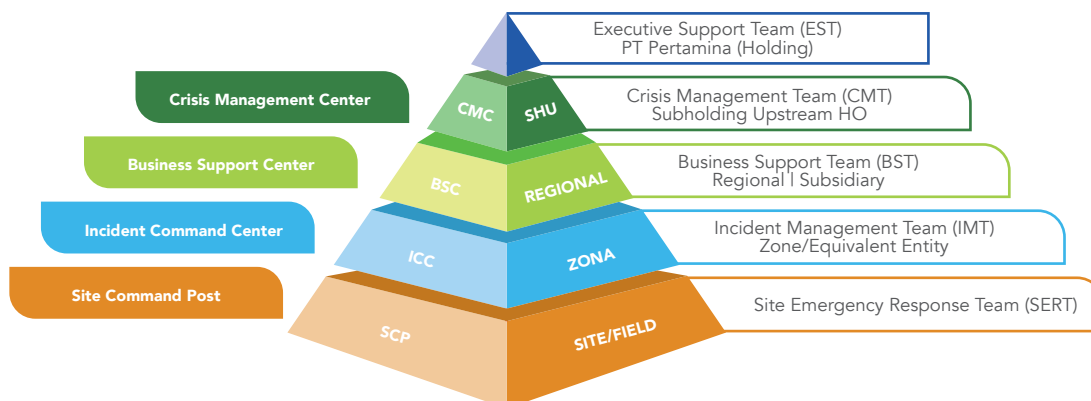
PHE Upstream Subholding operates in the oil and gas exploration and production sector, which is inherently exposed to risks of fire, explosion, environmental pollution, security disturbances, and natural disasters that could result in fatalities, environmental damage, asset loss, and reputational decline. This drives us to establish process safety as a top priority to prevent major incidents, mitigate their impacts, and support business sustainability. The Company has established the Process Safety & Asset Integrity Management System (PSAIMS) Guidelines No. A8-004/PHE04000/2021-S9, and the Emergency Response and Crisis Management Guidelines No. A8-001/PHE04000/2021-S9 Revision-2, which covers emergency handling for fires, oil and hazardous and toxic substance (B3) spills, medical emergencies, security, and natural disasters. [SHS-3.A2]

The Company collaborates with other entities (Subholdings) within the PERTAMINA Group to strengthen synergy in facing emergency situations. Under normal conditions, emergency response system management is carried out by the HSSE Function, specifically through the Emergency Response and Crisis Management (ERCM) entity. Routine emergency exercises are conducted to evaluate team (ERO) readiness, response effectiveness, the completeness and performance of emergency equipment, and the accuracy of procedures.

In the event of an emergency, response activities are executed by the Emergency Response Organization (ERO). These emergency response activities are implemented through a tiered response by different EROs, ranging from the field facility/site level (Site Emergency Response Team), the Zone or equivalent level (Incident Management Team), the Regional or Subsidiary level (Business Support Team), up to the Upstream Subholding level (Crisis Management Team), depending on the complexity of the emergency.

Hierarki Organisasi Tanggap Darurat (ERO) Subholding Upstream

Hierarchy of the Emergency Response Organization (ERO) of the Upstream Subholding



Salah satu sinergi yang dijalankan PHE adalah untuk pengangkutan dan penyaluran produk migas. Kami berkolaborasi dengan PT Pertamina Gas terkait transportasi, pemrosesan, dan distribusi gas bumi; PT Transportasi Gas Indonesia untuk pengangkutan gas melalui pipa transmisi; dan PT Pertamina International Shipping untuk pengangkutan minyak mentah dan gas bumi melalui laut. Pengelolaan risiko untuk keamanan transportasi migas dilaksanakan bersama untuk memastikan keselamatan prosesnya. [SHS-4.C1, 4.C2, 4.C3]

Pada 2025, tercatat sebanyak 14 insiden keselamatan proses atau *Process Safety Event* (PSE), terdiri dari 4 insiden *Tier 1* dan 10 insiden *Tier 2*. Selain itu ada 1.557 insiden *Tier 3*. Dengan demikian, *PSE Rate Tier 1* adalah 0,02, *PSE Tier 2* adalah 0,06. Seluruh insiden dalam proses keselamatan di 2025 telah ditindaklanjuti dengan berbagai upaya pencegahan untuk meminimalkan risiko dan meningkatkan keandalan sistem keselamatan. [SHS-6.C1, A1, A6] [OG 11.8.3] [SASB EM-EP-540a.1]

Insiden PSE *Tier 1* yang terjadi yakni: [SHS-6.C2, A7]

1. Terjadi kebocoran di 4 inch Gas Lift Pipeline menuju Sejadi Platform.
2. Terjadi kebocoran pada katup pembuangan yang menyebabkan terbentuknya awan uap.
3. Terjadi kebakaran gas di CO₂ Removal Gas Feeding, SP Subang.
4. Pekerja kontraktor meninggal dunia saat melakukan pekerjaan *well surveillance*.

One of the synergies implemented by PHE pertains to the transportation and distribution of oil and gas products. We collaborate with PT Pertamina Gas for the transportation, processing, and distribution of natural gas; PT Transportasi Gas Indonesia for gas transportation through transmission pipelines; and PT Pertamina International Shipping for the maritime transport of crude oil and natural gas. Risk management for oil and gas transportation security is conducted collaboratively to ensure process safety. [SHS-4.C1, 4.C2, 4.C3]

In 2025, a total of 14 Process Safety Events (PSEs) were recorded, comprising 4 Tier 1 and 10 Tier 2 incidents. Additionally, there were 1,557 Tier 3 incidents. Consequently, the Tier 1 PSE Rate was 0.02, while the Tier 2 PSE Rate was 0.06. All process safety incidents in 2025 have been followed up with various preventive measures to minimize risks and enhance the reliability of safety systems. [SHS-6.C1, A1, A6] [OG 11.8.3] [SASB EM-EP-540a.1]

The Tier 1 PSE incidents that occurred were: [SHS-6.C2, A7]

1. A leak occurred in the 4-inch Gas Lift Pipeline leading to the Sejadi Platform.
2. A leak occurred in a discharge valve, resulting in a vapor cloud.
3. A gas fire occurred at the CO₂ Removal Gas Feeding, SP Subang.
4. A fatality involving a contract worker occurred during well surveillance operations.



Jumlah Kejadian Keselamatan Proses (PSE) Number of Process Safety Events (PSE)

Proses Bisnis Business Process	PSE Tier 1			PSE Tier 2		
	2025	2024	2023	2025	2024	2023
Eksplorasi Exploration	0	0	0	0	0	0
Pengembangan Development	0	0	0	0	0	0
Produksi Production	4	6	3	10	11	5
Penutupan dan Rehabilitasi Closure and Rehabilitation	0	0	0	0	0	0
Pengolahan dan Penyulingan Processing and Refining	0	0	0	0	0	0
Transportasi dan Penyimpanan Transportation and Storage	0	0	0	0	0	0
Jumlah Total	4	6	3	10	11	5

Sebagai bagian dari strategi peningkatan keselamatan proses, di 2025 Perusahaan melanjutkan program yang berfokus pada *process hazard analysis* (PHA), *major accident hazard* (MAH), serta registrasi *safety and environmental critical elements* (SECE) di CMMS. Langkah ini bertujuan memantau dan mengidentifikasi potensi kegagalan *barrier* keselamatan, sehingga dapat dilakukan tindakan mitigasi yang tepat agar terhindar dari MAH. Kami terus meningkatkan kesadaran dan kompetensi dalam keselamatan proses terus diperkuat melalui berbagai program, antara lain *computer-based training* (CBT) untuk memastikan pemahaman teknis yang lebih baik, sesi berbagi (*sharing session*) terkait pembelajaran dari insiden sebelumnya, penerapan *best practices* dalam keselamatan proses guna meningkatkan budaya keselamatan di seluruh lini operasional. [SHS-6.A2] [SASB EM-EP-540a.1]

As part of its process safety enhancement strategy, in 2025, the Company continued programs focusing on Process Hazard Analysis (PHA), Major Accident Hazards (MAH), and the registration of Safety and Environmental Critical Elements (SECE) in the CMMS. This measure aims to monitor and identify potential safety barrier failures, enabling appropriate mitigation actions to prevent MAHs. We continuously enhance awareness and competence in process safety, further strengthened through various programs, including computer-based training (CBT) to ensure better technical understanding, sharing sessions regarding lessons learned from previous incidents, and the implementation of best practices in process safety to enhance the safety culture across all operational lines. [SHS-6.A2] [SASB EM-EP-540a.1]

Khusus pengelolaan keselamatan proses *Tier 3* dan *Tier 4*, selama 2025 kami melakukan peningkatan keandalan sistem pencegahan tingkat menengah dan dasar. Upaya yang dilakukan, antara lain: [SHS-6.A3]

Specifically for the management of Tier 3 and Tier 4 process safety, throughout 2025, we improved the reliability of mid-level and basic prevention systems. Efforts undertaken included: [SHS-6.A3]

1. Pembuatan dan revalidasi STK Process Safety dan Asset Integrity Management System;
2. Peningkatan *Process Safety Awareness* melalui *Process Safety Fundamental* yang dapat meningkatkan pemahaman pekerja terkait bahaya proses;
3. Visualisasi MAH Scenario melalui program *Simplified Bow Tie*;
4. Pelaksanaan *Computer Based Training* terkait *Process Safety Awareness*, *PSAIMS*, dan *Barrier Management System*;
5. Pelaksanaan *PSAIMS Leadership Engagement* untuk memastikan pemahaman dan kompetensi yang memadai dari pekerja *frontline* terhadap aspek-aspek *Process Safety & Asset Integrity*.

1. Development and revalidation of Work Procedure System (STK) on the Process Safety and Asset Integrity Management System;
2. Enhancing Process Safety Awareness through Process Safety Fundamentals to improve worker understanding of process hazards;
3. Visualization of MAH Scenarios through the Simplified Bow Tie program;
4. Implementation of Computer-Based Training related to Process Safety Awareness, PSAIMS, and the Barrier Management System;
5. Execution of PSAIMS Leadership Engagement to ensure adequate understanding and competence among frontline workers regarding Process Safety & Asset Integrity aspects.

Langkah mengelola keselamatan proses dilakukan bersama seluruh Perwira Subholding Upstream. Kami menargetkan menekan angka insiden, menghilangkan potensi bahaya berulang, serta memperkuat budaya disiplin dan tanggung jawab di lingkungan kerja. Meski di 2025 terjadi beberapa insiden yang bersifat fatal, namun secara keseluruhan berbagai upaya yang dilakukan cukup efektif menurunkan risiko terhentinya operasi, mendukung kelancaran produksi migas perusahaan, dan memastikan standar keselamatan dilaksanakan dengan baik. [SHS-6.A4, A5]

The measures to manage process safety are carried out collaboratively with all "Perwira" (officers) of the Upstream Subholding. We aim to reduce incident rates, eliminate potential recurring hazards, and strengthen a culture of discipline and responsibility within the work environment. Although several fatal incidents occurred in 2025, overall, the various efforts implemented were effective in reducing the risk of operational shutdowns, supporting the continuity of the company's oil and gas production, and ensuring that safety standards were executed properly. [SHS-6.A4, A5]

Evaluasi dan Kinerja Pengelolaan K3

[GRI 403-9, 403-10] [OG 11.9.10, 11.9.11]

Evaluasi dan kinerja pengelolaan K3 dilakukan secara berkala dengan melakukan pengukuran *lagging indicator* sesuai dengan target KPI yang telah ditetapkan berupa penghitungan TRIR yang disampaikan setiap bulan dari Fungsi HSSE kepada Direksi. Hasil evaluasi dan kinerja pengelolaan K3 di 2025, disampaikan dalam tabulasi berikut. Khusus perhitungan TRIR dilakukan menggunakan metode OSHA Log 300 dengan basis perhitungan per 1.000.000 jam kerja, dan tidak ada pekerja yang dikecualikan dalam penghitungan. [SHS-3.C1] [SASB EM-EP-320a.1]

OHS Management Evaluation and Performance

[GRI 403-9, 403-10] [OG 11.9.10, 11.9.11]

Evaluation and performance of OHS management are conducted periodically by measuring lagging indicators against established KPI targets, specifically by calculating the TRIR, which is reported monthly by the HSSE Function to the Board of Directors. The results of the 2025 OHS management evaluation and performance are presented in the following table. The TRIR calculation is performed using the OSHA Log 300 method based on 1,000,000 man-hours, with no workers excluded from the calculation. [SHS-3.C1] [SASB EM-EP-320a.1]

Total Recordable Incident Rate (TRIR) Subholding Upstream

Upstream Subholding's Total Recordable Incident Rate (TRIR)



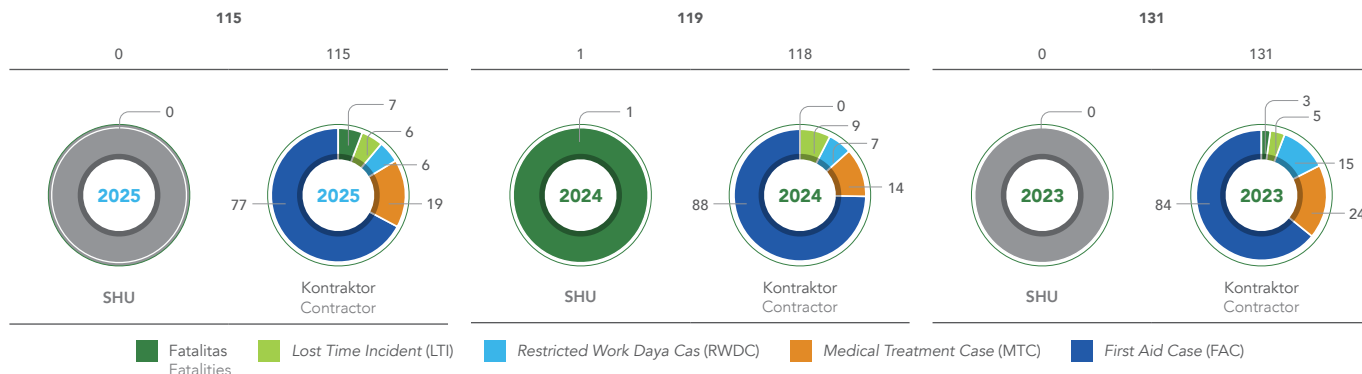
Pengelolaan Keselamatan Kerja berdasarkan Insiden Tercatat dan Jumlah Jam Kerja

Occupational Safety Management based on Recorded Incidents and Number of Working Hours

Kinerja Performance	2025	2024	2023
Insiden Tercatat Recorded Incidents			
Fatalitas Fatalities	7	1	3
Lost Time Incident (LTI)	6	9	5
Restricted Work Daya Case (RWDC)	6	7	15
Medical Treatment Case (MTC)	19	14	24
First Aid Case (FAC)	77	88	84
Total	115	119	131
Jam Kerja Tercatat Recorded Working Hours			
Jumlah Kerja Jam Selamat (Juta) Total Safe Manhours (Million)	7	43	57

Peristiwa Kecelakaan Kerja Subholding Upstream

Occupational Accidents in the Upstream Subholding



Selama 2025, terjadi tujuh kecelakaan fatalitas akibat tersengat listrik, jatuh dari ketinggian dan area kerja, *man overboard offshore*, kegagalan struktur rig, terlepasnya *temporary line*, serta tertimpa alat atau material. Kami telah menindaklanjuti kecelakaan kerja tersebut, dengan melakukan investigasi dan perbaikan fundamental sebagai upaya pencegahan. Seluruh kasus kecelakaan kerja bersifat fatal dialami pekerja kontraktor, dan dari hasil investigasi diketahui faktor pemicu adalah kombinasi faktor manusia (*human error*) dan kondisi tidak aman (*unsafe condition*) pada area operasional berisiko tinggi. PHE telah melakukan langkah-langkah perbaikan, termasuk terhadap pekerjaan yang memiliki risiko tinggi, dan dilaksanakan dengan melibatkan kontraktor serta pemangku kepentingan eksternal lain. Perbaikan yang dilakukan antara lain: [GRI 403-9] [SHS-3.C2, C3, C4] [SHS-1.A1,A2]

1. Meningkatkan persyaratan kompetensi dan pengalaman personel, termasuk tenaga bantuan, kru rig, serta pelaksanaan pengujian teori dan praktik bagi personel baru.
2. Melakukan penerbitan, sosialisasi, dan penguatan prosedur kerja.
3. Memperkuat pengawasan operasional melalui inspeksi ulang peralatan.
4. Melakukan perbaikan sarana dan akses kerja, termasuk penyediaan akses menuju area *chemical pump* dan penguatan mitigasi risiko pada aktivitas *drilling* dan *well intervention*.
5. Melaksanakan simulasi dan mitigasi kondisi darurat.
6. Mengoptimalkan implementasi *safe working place* pekerjaan pada ketinggian dengan peningkatan level otorisasi dan kewajiban pelaksanaan *stop work authority* apabila terdapat *critical barrier* yang belum tersedia.

During 2025, seven fatal accidents occurred due to electrocution, falls from heights and work areas, offshore man overboard incidents, rig structural failures, detached temporary lines, and being struck by tools or materials. We have followed up on these accidents by conducting investigations and implementing fundamental improvements as preventive measures. All fatal work accidents involved contract workers, and investigations revealed that the triggering factors were a combination of human error and unsafe conditions in high-risk operational areas. PHE has taken corrective actions, including for high-risk tasks, and are carried out involving contractors and other external stakeholders. The improvements made include: [GRI 403-9] [SHS-3.C2, C3, C4] [SHS-1.A1,A2]

1. Enhancing competency and experience requirements for personnel, including support staff and rig crew, as well as conducting theoretical and practical testing for new personnel.
2. Issuing, disseminating, and strengthening work procedures.
3. Reinforcing operational supervision through equipment re-inspections.
4. Improving work facilities and access, including the provision of access to chemical pump areas and strengthening risk mitigation for drilling and well intervention activities.
5. Conducting emergency condition simulations and mitigation.
6. Optimizing the implementation of safe working place practices for work at heights by increasing authorization levels and mandating the exercise of stop work authority if critical barriers are not in place.

Selama 2025, tidak ada PAK yang diderita karyawan PHE. Data diperoleh dari catatan medis dan penetapannya dilakukan oleh dokter perusahaan yang berwenang untuk menentukan suatu penyakit termasuk dalam kategori penyakit akibat kerja. Dalam rangka mencegah PAK, Perusahaan telah menerapkan berbagai upaya strategis yang dikelola oleh Tim Health. Upaya ini dilakukan secara berkelanjutan untuk menjaga kesehatan, keselamatan, dan produktivitas karyawan. Beberapa poin penting yang telah diterapkan antara lain: [GRI 403-10] [SHS-3.A1]

- Pelaksanaan pemeriksaan kesehatan berkala sesuai dengan risiko pekerjaan masing-masing.
- Identifikasi dan pengendalian faktor risiko kerja, baik fisik, kimia, biologi, ergonomi, maupun psikososial.
- Pemberian edukasi dan sosialisasi kesehatan kerja kepada karyawan secara rutin.
- Pengawasan penerapan alat pelindung diri (APD) dan praktik kerja yang aman.
- Pemantauan kondisi lingkungan kerja untuk memastikan sesuai dengan standar kesehatan.

Praktik Keamanan [GRI 410-1] [SOC-3.C1, C2]

Praktik keamanan yang dijalankan Perusahaan adalah penetapan Perizinan Daerah Terbatas Terlarang (DTT), sesuai dengan peraturan perundangan yang berlaku yakni Peraturan Menteri Energi dan Sumber Daya Mineral Republik Indonesia No. 32 Tahun 2021 tentang Inspeksi Teknis dan Pemeriksaan Keselamatan Instalasi dan Peralatan pada Kegiatan Usaha Minyak dan Gas Bumi.

Dengan penetapan DTT di PHE, maka wilayah perairan atau daratan di sekitar instalasi, fasilitas, atau pipa migas milik Perusahaan, secara hukum telah ditetapkan sebagai area terbatas untuk akses masuk dan terlarang bagi aktivitas umum tertentu. DTT tidak berarti penutupan total, melainkan pengaturan ketat agar operasional hulu migas tetap aman dan tidak terjadi kecelakaan di wilayah tersebut. [SHS-7.C1]

Secara berkesinambungan, Perusahaan terus menerus melakukan sosialisasi kepada masyarakat di sekitar wilayah DTT, sehingga mereka menjadi paham untuk tidak beraktivitas demi keselamatan bersama. Selain bertemu dan berdialog dengan masyarakat secara langsung, kami juga memasang berbagai rambu peringatan di lokasi DTT untuk mengingatkan masyarakat. Di sisi lain, PHE melakukan koordinasi dengan pihak-pihak berwenang termasuk aparat penegak hukum, untuk efektivitas pengamanan DTT. [SHS-7.C2]

Pelaksanaan pengamanan DTT di internal Perusahaan dilakukan dengan berpedoman pada Peraturan Kapolri No. 24 Tahun 2007 tentang Sistem Manajemen Pengamanan Organisasi, Perusahaan dan/atau Instansi/Lembaga Pemerintah. Kami menempatkan personel satuan pengamanan yang telah dilatih untuk melakukan tindak pengamanan dengan pendekatan persuasif, termasuk menghindari pelanggaran HAM. Kami menerapkan persyaratan sertifikasi satpam dari Polri untuk setiap personel keamanan, termasuk dari pihak ketiga/penyedia layanan jasa pengamanan, dengan pertimbangan personel satpam telah melalui pendidikan satpam yang menyertakan materi terkait HAM. Hingga akhir 2025, Subholding Upstream memiliki 8.377

During 2025, no occupational diseases (OD) were recorded among PHE employees. This data is obtained from medical records, and the determination is made by authorized company physicians responsible for categorizing an illness as an OD. To prevent occupational diseases, the Company has implemented various strategic initiatives managed by the Health Team. These efforts are carried out continuously to maintain employees' health, safety, and productivity. Several key initiatives implemented include: [GRI 403-10] [SHS-3.A1]

- Conducting periodic medical examinations in accordance with the respective occupational risks.
- Identifying and controlling occupational risk factors, including physical, chemical, biological, ergonomic, and psychosocial hazards.
- Providing regular occupational health education and awareness programs for employees.
- Monitoring the implementation of personal protective equipment (PPE) usage and safe work practices.
- Monitoring workplace environmental conditions to ensure compliance with health standards.

Security Practices [GRI 410-1] [SOC-3.C1, C2]

The security practices implemented by the Company involve the establishment of Restricted and Prohibited Areas (DTT), in accordance with prevailing laws and regulations, specifically the Regulation of the Minister of Energy and Mineral Resources of the Republic of Indonesia No. 32 of 2021 concerning Technical Inspection and Safety Examination of Installations and Equipment in Oil and Gas Business Activities.

By designating DTT within PHE, the water or land areas surrounding the Company's oil and gas installations, facilities, or pipelines are legally designated as restricted-access areas in which certain public activities are prohibited. The DTT designation does not imply a total closure, but rather a strict regulation to ensure that upstream oil and gas operations remain safe and that accidents do not occur within these areas. [SHS-7.C1]

The Company continuously conducts dissemination programs for communities surrounding DTT areas to ensure they understand the necessity of refraining from activities within these zones for collective safety. In addition to direct dialogue and meetings with the community, we install various warning signs at DTT locations as reminders. Furthermore, PHE coordinates with relevant authorities, including law enforcement agencies, to ensure the effective security of DTT areas. [SHS-7.C2]

The internal implementation of DTT security is guided by the National Police Chief Regulation No. 24 of 2007 concerning the Security Management System for Organizations, Companies, and/or Government Agencies/Institutions. We deploy security personnel trained to perform security measures using a persuasive approach, including preventing human rights violations. We mandate National Police (Polri) security certification requirements for all security personnel, including those from third-party security service providers, and ensure that personnel have completed security education that includes human rights modules. As of the end of 2025, Upstream Subholding employed 8,377 security personnel. Of this total, 8,164



personel satpam. Dari jumlah tersebut, sebanyak 8.164 personel atau 97% telah memiliki sertifikasi satpam, yang terdiri atas 7.228 personel Gada Pratama, 806 personel Gada Madya, dan 130 personel Gada Utama. Melalui pendekatan ini, personel satpam mampu menjalankan tugas pengamanan di lingkungan Subholding Upstream selama 2025, tanpa ada laporan sangkaan pelanggaran HAM terhadap personel satpam. [GRI 410-1] [SHS-7.A1]

Keamanan Siber, Proteksi Data, dan Ketahanan Digital

[GRI 418-1] [SHS-7.C3]

Keamanan siber sebagai pilar keberlanjutan operasional energi. Keamanan siber dan perlindungan informasi sebagai *enabler* dan digunakan untuk menjaga pemangku kepentingan. Pendekatan ini juga memastikan kontinuitas produksi energi nasional, dan ketahanan terhadap gangguan operasional. Penguatan keamanan operasional teknologi juga digunakan sebagai infrastruktur kritis energi. Informasi lebih rinci mengenai sistem teknologi informasi terlampir pada Laporan Tahunan Perusahaan tahun 2025.

1. Tata Kelola Keamanan Informasi

Tata Kelola Keamanan Informasi merupakan kerangka kerja yang memastikan bahwa keamanan informasi dikelola secara strategis dan terintegrasi dalam seluruh proses bisnis organisasi.

a. Kerangka Kerja Keamanan Informasi

PHE menggunakan kerangka kerja ISO/IEC 27001:2022 - Information Security Management System (ISMS); NIST Cybersecurity Framework (CSF); CIS Critical Security Controls (CIS CSC); ISA/IEC 62443 - Operational Technology Security; dan NIST SP 800-82 - Industrial Control System Security.

b. Kebijakan Keamanan Informasi

PHE menerapkan Sistem Tata Kelola yang mengacu pada Kerangka Sistem Manajemen Keamanan Informasi (SMKI) ISO/IEC 27001:2022 sebagai dasar pengelolaan keamanan informasi.

c. Security Architecture & Secure Engineering Principles

• Enterprise Security Architecture (ESA)

PHE mengembangkan ESA berdasarkan SABSA Framework. Penerapan kerangka ini memungkinkan Perusahaan mengontrol penerapan keamanan secara konsisten di seluruh organisasi.

• PERTAMINA Upstream Enterprise Cyber Security Fabric (UECSF)

Sebuah arsitektur yang *cohesive*, *adaptive*, dan *resilient* yang dirancang untuk mengintegrasikan kontrol keamanan di seluruh ekosistem digital organisasi.

d. Audit Keamanan Informasi

PHE telah memperoleh sertifikasi ISO 27001:2022, dan di 2025 mampu mempertahankan status sertifikasi melalui proses *surveillance audit*. Hasil evaluasi menunjukkan bahwa PHE berhasil mencapai kategori *Best-in-Class*, yang mencerminkan bahwa arsitektur keamanan informasi yang diterapkan tidak hanya memenuhi, tetapi juga melampaui praktik terbaik dalam standar ISO/IEC 27001:2022. Selain itu, desain dan implementasi arsitektur keamanan PHE menunjukkan tingkat kesesuaian penuh serta tingkat kematangan yang berada di atas *baseline* industri.

personnel or 97% had obtained security certification, comprising 7,228 Gada Pratama personnel, 806 Gada Madya personnel, and 130 Gada Utama personnel. Through this approach, security personnel successfully performed their duties within the Upstream Subholding environment throughout 2025, with no reported allegations of human rights violations involving security personnel. [GRI 410-1] [SHS-7.A1]

Cybersecurity, Data Protection, and Digital Resilience

[GRI 418-1] [SHS-7.C3]

Cybersecurity serves as a pillar for operational energy sustainability. Cybersecurity and information protection act as enablers and are utilized to safeguard stakeholders. This approach also ensures the continuity of national energy production and resilience against operational disruptions. The strengthening of operational technology security is also applied to critical energy infrastructure. More detailed information regarding the information technology system is provided in the Company's 2025 Annual Report.

1. Information Security Governance

Information Security Governance is a framework that ensures information security is managed strategically and integrated across all organizational business processes.

a. Information Security Framework

PHE utilizes several frameworks, including ISO/IEC 27001:2022 - Information Security Management System (ISMS); the NIST Cybersecurity Framework (CSF); CIS Critical Security Controls (CIS CSC); ISA/IEC 62443 - Operational Technology Security; and NIST SP 800-82 - Industrial Control System Security.

b. Information Security Policy

PHE implements a Governance System that refers to the ISO/IEC 27001:2022 Information Security Management System (ISMS) Framework as the foundation for information security management.

c. Security Architecture & Secure Engineering Principles

• Enterprise Security Architecture (ESA)

PHE develops its ESA based on the SABSA Framework. The application of this framework allows the Company to control security implementation consistently across the entire organization.

• PERTAMINA Upstream Enterprise Cyber Security Fabric (UECSF)

This is a cohesive, adaptive, and resilient architecture designed to integrate security controls across the organization's digital ecosystem.

d. Information Security Audit

PHE has obtained ISO 27001:2022 certification and, in 2025, managed to maintain this status through a surveillance audit process. The evaluation results showed that PHE achieved the "Best-in-Class" category, reflecting that the implemented information security architecture not only meets but exceeds the best practices of the ISO/IEC 27001:2022 standard. Furthermore, the design and implementation of PHE's security architecture demonstrate full compliance and a maturity level above the industry baseline.

- e. **Assesmen Independen Pengelolaan Keamanan Siber [SHS-7.A2]**
PHE mematuhi Peraturan Presiden (Perpres) No.82 Tahun 2022 tentang Pelindungan Infrastruktur Informasi Vital (IIV), melalui pengukuran kematangan keamanan siber Instrumen Penilaian Kematangan Keamanan Siber (IKAS) dan pengukuran Tingkat Maturitas Penanganan Insiden (TMPI). Penilaian dilakukan oleh Badan Siber dan Sandi Negara (BSSN) dengan hasil assessment Nilai Indeks Kematangan (IKAS) sebesar 4,88 (level kematangan 5 - inovatif). Adapun penilai TMPI menghasilkan nilai 4,65 (dari skala 5), yang menempatkan Perusahaan pada Level 5 (*Optimize*).
- e. **Independent Assessment of Cybersecurity Management [SHS-7.A2]**
PHE complies with Presidential Regulation (Perpres) No. 82 of 2022 concerning the Protection of Vital Information Infrastructure (IIV) through the measurement of cybersecurity maturity using the Cybersecurity Maturity Assessment Instrument (IKAS) and the Incident Handling Maturity Level (TMPI), where the results of assessment conducted by the National Cyber and Crypto Agency (BSSN) reached IKAS Maturity Index of 4.88 (Maturity Level 5 - Innovative) and a TMPI score of 4.65 on a scale of 5, placing the Company at Level 5 (*Optimize*).
2. **Organizational Security Readiness & Cyber Defense Governance**
- a. **Chief Information Security Officer (CISO)**
Keamanan siber dikelola beberapa sebagai bagian integral Enterprise Risk Management (ERM), *Operational Excellence*, dan *Sustainability & Resilience Strategy*. Pengelolaan keamanan data dilakukan melalui kegiatan *people, process, dan technology*. Tanggung jawab pengelolaan keamanan siber di bawah kepala keamanan informasi (*Chief/Lead Information Security Officer* atau CISO/LISO). Penguatan sistem pengukuran kinerja siber dilakukan dengan pengukuran indikator kinerja utama (*Key Performance Indicators/KPI*) dan indikator risiko utama (*Key Risk Indicators/KRI*). Cakupan penguatan pengelolaan risiko keamanan siber juga masuk ke dalam *third-party risk management* dan *digital supply chain security*.
- a. **Chief Information Security Officer (CISO)**
Cybersecurity is managed as an integral part of Enterprise Risk Management (ERM), *Operational Excellence*, and the *Sustainability & Resilience Strategy*, with data security management implemented through the synergy of people, processes, and technology. The Chief/Lead Information Security Officer (CISO/LISO) is responsible for cybersecurity management, while the cyber performance measurement system is strengthened by evaluating the Key Performance Indicators (KPIs) and Key Risk Indicators (KRIs). Furthermore, the scope of cybersecurity risk management enhancement extends to third-party risk management and digital supply chain security.
- b. **Cyber Security Incident Response Team (CSIRT)**
PHE terus memastikan terpenuhinya prinsip Confidentiality, Integrity, and Availability (CIA Triad) atas seluruh informasi strategis dengan membentuk CSIRT sebagai Tim Tanggap Insiden Keamanan Siber (TTIS) di lingkungan Subholding Upstream Group, dan telah didaftarkan ke BSSN Indonesia.
- b. **Cyber Security Incident Response Team (CSIRT)**
PHE continues to ensure the fulfillment of the principles of Confidentiality, Integrity, and Availability (CIA Triad) for all strategic information by established the CSIRT as the Cyber Security Incident Response Team (TTIS) within the Upstream Subholding Group and has officially registered it with the Indonesian National Cyber and Crypto Agency (BSSN).
- c. **Human-Centric Security: Building a "Human Firewall"**
PHE menempatkan sumber daya manusia sebagai pilar krusial dalam strategi pertahanan siber melalui pengembangan konsep "*Human Firewall*". Pada 2025, kami melaksanakan program kesadaran keamanan informasi secara berkala yang mencakup program pelatihan Information Security Easy Course (iSEC) yang berhasil menjangkau lebih dari 28.000 pekerja di lingkungan Subholding Upstream Group.
- c. **Human-Centric Security: Building a "Human Firewall"**
PHE places human resources as a crucial pillar in its cyber defense strategy through the development of the "*Human Firewall*" concept. In 2025, we conducted regular information security awareness programs, including the Information Security Easy Course (iSEC) training program, which managed to reach more than 28,000 workers across the Upstream Subholding Group.
3. **Technological / Operational Security**
- a. **Security Infrastructure**
PHE telah menyusun *Security Infrastructure Baseline Standardization* sebagai standar minimum arsitektur teknologi keamanan siber di lingkungan Subholding Upstream Group.
- a. **Security Infrastructure**
PHE has developed the *Security Infrastructure Baseline Standardization* as the minimum standard for cybersecurity technology architecture within the Upstream Subholding Group.
- b. **Defensive Security (Blue Team / SOC)**
PHE telah menyusun *Defensive Security / SOC Capabilities Architecture Standardization* sebagai acuan pengembangan kapabilitas pertahanan siber yang andal dan terintegrasi.
- b. **Defensive Security (Blue Team / SOC)**
PHE has established the *Defensive Security/SOC Capabilities Architecture Standardization* as a reference for developing reliable and integrated cyber defense capabilities.
- c. **Offensive Security (Red Team)**
PHE mengembangkan kemampuan *cyber threat exposure management* (CTEM) sebagai bagian dari implementasi strategi *Red Team* untuk meningkatkan ketahanan keamanan informasi Perusahaan.
- c. **Offensive Security (Red Team)**
PHE develops *Cyber Threat Exposure Management* (CTEM) capabilities as part of the *Red Team* strategy implementation to enhance the Company's information security resilience.

Keamanan siber berkontribusi dalam mencegah gangguan operasional yang dapat disebabkan oleh insiden lingkungan dan sosial. Dengan demikian, peran keamanan siber sangat penting untuk mendukung kinerja LST yang kondusif. Hingga akhir 2025, tidak terdapat pengaduan pelanggaran keamanan data, privasi, maupun kehilangan data.

Pelindungan Data Pribadi (PDP) [GRI 418-1]

PHE mengelola pelindungan data pribadi dengan berpedoman pada Undang-Undang No. 27 Tahun 2022 tentang Pelindungan Data Pribadi atau UU PDP. Sebagai realisasi dari kepatuhan terhadap UU PDP, di 2025 kami melakukan beberapa langkah strategis untuk menguatkan pelindungan data pribadi, yakni pembentukan struktur tata kelola, identifikasi proses bisnis yang memproses data pribadi, analisis kebutuhan organisasi, serta penguatan kerangka pengendalian yang mendukung implementasi UU PDP.

Langkah kami mengelola pelindungan data pelanggan, membuahkan hasil terjaganya keamanan data pelanggan. Selama 2025, PHE tidak pernah menerima pengaduan substansi terkait kebocoran/kehilangan dan pelanggaran privasi data pelanggan.

Cybersecurity contributes to preventing operational disruptions that could be caused by environmental and social incidents. Thus, the role of cybersecurity is vital in supporting a conducive ESG performance. As of the end of 2025, there were no complaints regarding data security breaches, privacy violations, or data loss.

Personal Data Protection (PDP) [GRI 418-1]

PHE manages personal data protection in accordance with Law No. 27 of 2022 concerning Personal Data Protection (PDP). As a manifestation of compliance with the PDP Law, in 2025, we undertook several strategic steps to strengthen personal data protection, including the establishment of a governance structure, identification of business processes that involve personal data processing, organizational needs analysis, and the reinforcement of a control framework supporting the implementation of the PDP Law.

Our measures in managing customer data protection have successfully maintained data security. Throughout 2025, PHE received no substantiated complaints regarding the leakage, loss, or violation of customer data privacy.



Pengelolaan Dampak Sosial dan Distribusi Nilai Ekonomi Langsung yang Diperoleh

Social Impact Management and Distribution of Direct Economic Value Generated

Selama 2025, PHE berupaya mengoptimalkan kinerja produksi minyak dan gas bumi (migas), serta penjualannya kepada pelanggan. Berbagai langkah yang dilakukan menjadikan kami mampu menjaga tingkat produksi dan memaksimalkan nilai ekonomi langsung yang diperoleh. Sejalan dengan kesungguhan kami mengelola dampak sosial yang ditimbulkan dari kegiatan operasi, PHE mendistribusikan sebagian dari nilai ekonomi langsung yang diperoleh kepada pemangku kepentingan, di antaranya untuk pemenuhan program *Community Involvement & Development* (CID).

Throughout 2025, PHE strove to optimize its oil and gas production performance and sales to customers. Various measures taken enabled us to maintain production levels and maximize the direct economic value generated. In line with our commitment to managing the social impacts arising from our operational activities, PHE distributes a portion of the direct economic value generated to stakeholders, including the fulfillment of *Community Involvement & Development* (CID) programs.

Capaian Kinerja 2025: Perbandingan Target dan Kinerja Produksi [OJK F.2]

Selama 2025, PHE menunjukkan kinerja positif dalam produksi migas. Hingga akhir periode pelaporan, produksi migas Subholding Upstream mencapai 1,03 juta barel setara minyak per hari (MMBOEPD) atau 97% dari target 1,06 MMBOEPD. Produksi tersebut terdiri atas produksi minyak 556 ribu barel per hari (MBOPD) atau 97% dari target 572 MBOPD, dan produksi gas bumi 2,76 miliar standar kaki kubik per hari (BSCFD) atau 98% dari target 2,82 BSCFD. Sementara itu, perbandingan target dan realisasi untuk pendapatan dan laba bersih dapat dilihat dalam Laporan Tahunan PHE 2025. [SASB EM-EP-000.A]

2025 Performance Achievement: Comparison of Production Targets and Performance [OJK F.2]

Throughout 2025, PHE demonstrated positive performance in oil and gas production. By the end of the reporting period, the Upstream Subholding's oil and gas production reached 1.03 million barrels of oil equivalent per day (MMBOEPD), or 97% of the 1.06 MMBOEPD target. This production consists of oil production at 556 thousand barrels per day (MBOPD), or 97% of the 572 MBOPD target, and natural gas production at 2.76 billion standard cubic feet per day (BSCFD), or 98% of the 2.82 BSCFD target. Meanwhile, the comparison between targets and realization for operating revenue and net profit are presented in the PHE 2025 Annual Report. [SASB EM-EP-000.A]

Perbandingan Realisasi dan Target Produksi Migas Comparison of Actual and Target Oil and Gas Production

Uraian Description	Satuan Unit	2025		2024	2023
		Target	Realisasi Realization	Realisasi Realization	Realisasi Realization
Produksi Migas Oil and Gas Production	MMBOEPD	1,06	1,03	1,04	1,04
Produksi Minyak Oil Production	MBOPD	572	556	556	566
Produksi Gas Bumi Natural Gas Production	BSCFD	2,82	2,76	2,83	2,77

Keterangan | Note:

Informasi mengenai faktor-faktor yang memengaruhi realisasi produksi migas tahun 2025 disajikan pada Laporan Tahunan PHE 2025 halaman 68. Further information on the factors influencing the 2025 oil and gas production realization can be found in the PHE 2025 Annual Report on page 68.

Perusahaan merealisasikan pemboran eksploitasi sebanyak 887 sumur atau 108% dari target 822 sumur, *workover* 1.288 sumur atau 126% dari target 1.025 sumur, serta kegiatan *well service* sebanyak 37.266 pekerjaan atau 106% dari target 35.008 pekerjaan.

The Company realized exploitation drilling for 887 wells, or 108% of the 822-well target, performed *workovers* on 1,288 wells, or 126% of the 1,025-well target, and completed 37,266 *well service* jobs, or 106% of the 35,008-job target.

Di sisi eksplorasi, PHE merealisasikan survei seismik 2D sepanjang 2.931 km atau 587% dari target 499 km, dan survei seismik 3D seluas 855 km² atau 123% dari target 693 km². Adapun realisasi pemboran eksplorasi tercatat 20 sumur atau 154% dari target 13 sumur.

On the exploration aspect, PHE realized 2,931 km of 2D seismic surveys, or 587% of the 499 km target, and 855 km² of 3D seismic surveys, or 123% of the 693 km² target. Furthermore, exploration drilling realization was recorded at 20 wells, or 154% of the 13-well target.



Penemuan sumber daya migas 2C mencapai 1.097 juta barel setara minyak (MMBOE), atau 309% dari target 355 MMBOE. Kontribusi terbesar berasal dari sumur Migas Non-Konvensional (MNK) di area Aman Trough di Wilayah Kerja (WK) Rokan. Adapun penambahan cadangan terbukti (1P) tercatat sebesar 314 juta barel setara minyak (MMBOE) atau 87% dari target 360 MMBOE. [SASB EM-EP-420a.1]

The discovery of 2C oil and gas resources reached 1,097 million barrels of oil equivalent (MMBOE), or 309% of the 355 MMBOE target. The largest contribution came from Non-Conventional Oil and Gas (MNK) wells in the Aman Trough area of the Rokan Working Area (WK). Meanwhile, the addition of proven reserves (1P) was recorded at 314 million barrels of oil equivalent (MMBOE), or 87% of the 360 MMBOE target. [SASB EM-EP-420a.1]

Selain berpotensi mendukung peningkatan produksi migas, keberadaan sumber daya dan cadangan migas juga memiliki kandungan karbon yang dapat menjadi emisi GRK. Di sisi lain, pemanfaatan sumber daya dan cadangan migas untuk produksi migas di formasi geologi tertentu, dapat dikembangkan untuk menyimpan karbon melalui penerapan teknologi *carbon capture and storage* dan *Carbon Capture and Utilization Storage* (CCS/CCUS).

In addition to their potential to support increased oil and gas production, existing oil and gas resources and reserves contain carbon that can lead to GHG emissions. On the other hand, the utilization of oil and gas resources and reserves for production in specific geological formations can be developed to store carbon through the implementation of Carbon Capture and Storage (CCS) and Carbon Capture, Utilization, and Storage (CCUS) technologies.

Perbandingan Realisasi dan Target Operasi Comparison of Operational Realization and Targets

Uraian Description	Satuan Unit	2025		2024	2023
		Target	Realisasi Realization	Realisasi Realization	
Eksploitasi Exploitation					
Pemboran Eksploitasi Exploitation Drilling	Sumur Well	822	887	821	799
Workover		1.025	1.288	981	837
Well Service	Pekerjaan Work	35.008	37.266	36.860	32.624
Eksplorasi Exploration					
Survei Seismik 2D 2D Seismic Survey	Km	499	2.931	769	0
Survei Seismik 3D 3D Seismic Survey	Km ²	693	855	4.990	1.512
Pemboran Eksplorasi Exploration Drilling	Sumur Well	13	20	22	20
Sumber Daya dan Cadangan Migas Oil and Gas Resources and Reserves					
Sumber Daya Migas 2C 2C Oil and Gas Resources		355	1.097	652	488
Cadangan Terbukti (1P) Proved Reserves (1P)	MMBOE	360	314	358	450



Target 2026

Menghadapi 2026, PHE menargetkan produksi migas sebesar 1,08 MMBOEPD, lebih tinggi 0,05 MMBOEPD atau 4,85% dari realisasi 2025. Produksi minyak ditargetkan sebesar 595 MBOPD atau bertambah 7,01% dari realisasi 2025, sementara target produksi gas bumi mencapai 2,81 BSCFD atau lebih tinggi 1,78% dari realisasi 2025.

Dari sisi operasi, Perusahaan menargetkan pemboran eksploitasi 800 sumur, *workover* 1.248 sumur dan *well service* 33.307 sumur. Di sisi eksplorasi, kami menargetkan pelaksanaan survei seismik 2D sepanjang 904 km, survei seismik 3D seluas 1.660 km², dan pemboran eksplorasi 16 sumur. Demikian pula untuk peningkatan sumber daya dan cadangan migas, PHE menargetkan 504 MMBOE untuk penemuan sumber daya migas 2C. Adapun untuk penambahan cadangan terbukti (1P) ditargetkan mencapai 326 MMBOE.

Melalui target-target tersebut, Subholding Upstream dapat terus berkontribusi bagi ketahanan energi nasional. Pencapaian target tersebut juga akan memastikan pertumbuhan berkelanjutan Perusahaan di masa depan.

Perbandingan Target dan Investasi pada Proyek Sejalan dengan Keberlanjutan [OJK F.3]

Perusahaan telah melakukan investasi untuk *sustainability-related project* yang berfokus pada penguatan aspek operasional dan lingkungan, sesuai dokumen Nationally Determined Contribution (NDC). Investasi ini diarahkan pada peningkatan efisiensi energi, kesehatan dan keselamatan kerja (K3), pengelolaan sumber daya air yang berkelanjutan, dan energi terbarukan. Pembiayaan untuk efisiensi energi sebesar USD202,2 juta atau 105,09% dari target. Adapun pembiayaan yang disalurkan untuk kesehatan dan keselamatan kerja sebesar USD42,8 atau 96,18% dari target, sedangkan untuk pengelolaan sumber daya air yang berkelanjutan sebesar USD0,5 atau 2,22% dari target, serta untuk energi terbarukan sebesar USD0,7 juta atau 87,50% dari target. Total keseluruhan investasi tumbuh sebesar USD106,2 juta atau 75,86% dari 2024 sebesar USD140 juta. [CCE-2.C2] [SASB EM-EP-420a.3, 402a.4]

Bertambahnya investasi dipengaruhi oleh perkiraan bahwa produk migas masih akan menjadi sumber energi utama di Indonesia dalam beberapa tahun mendatang. Namun di sisi lain, pemberlakuan kebijakan serta regulasi pemerintah terkait transisi energi dan perubahan iklim, mendorong Perusahaan mengalokasikan sebagian dari belanja modal untuk investasi hijau yang mendukung transisi energi. Investasi yang dilakukan disesuaikan dengan bidang usaha Subholding Upstream di hulu migas. [SASB EM-EP-420a.4, 530a.1]

2026 Targets

Looking ahead to 2026, PHE targets oil and gas production of 1.08 MMBOEPD, an increase of 0.05 MMBOEPD, or 4.85%, over the 2025 realization. The oil production target is set at 595 MBOPD, a 7.01% increase from the 2025 realization, while the natural gas production target is 2.81 BSCFD, or 1.78% higher than the 2025 realization.

In operational aspect, the Company targets 800 exploitation drilling wells, 1,248 workovers, and 33,307 well services. In the exploration aspect, we aim to conduct 2D seismic surveys covering 904 km, 3D seismic surveys across 1,660 km², and 16 exploration drilling wells. Similarly, to enhance oil and gas resources and reserves, PHE targets 504 MMBOE for 2C resource discoveries, while the addition of proven reserves (1P) is targeted to reach 326 MMBOE.

Through these targets, the Upstream Subholding continues to contribute to national energy security. The achievement of these objectives will also ensure the Company's sustainable growth in the future.

Target and Investment Comparison for Sustainability-Related Projects [OJK F.3]

The Company has invested in sustainability-related projects focused on strengthening operational and environmental aspects, in alignment with the Nationally Determined Contribution (NDC) document. These investments are aimed at enhancing energy efficiency, renewable energy, occupational health and safety (OHS), and sustainable water resource management, and renewable energy. Financing for energy efficiency reached USD202.2 million, or 105.09% of the target. Meanwhile, financing allocated to occupational health and safety amounted to USD42.8 million, or 96.18% of the target; sustainable water resource management reached USD0.5 million, or 2.22% of the target; and renewable energy reached USD0.7 million, or 87.50% of the target. The total overall investment grew by USD106.2 million, or 75.86%, compared to USD140 million in 2024. [CCE-2.C2] [SASB EM-EP-420a.3, 402a.4]

The increase in investment was driven by the expectation that oil and gas products will remain a primary energy source in Indonesia in the coming years. At the same time, the implementation of government policies and regulations related to energy transition and climate change has encouraged the Company to allocate a portion of its capital expenditure to green investments that support the energy transition. These investments are aligned with the business scope of the Upstream Subholding in the oil and gas sector. [SASB EM-EP-420a.4, 530a.1]



Perbandingan Realisasi dan Target Investasi pada Proyek yang Sejalan dengan Keberlanjutan [CCE-2.C2]
Comparison of Investment Realization and Targets in Sustainability-related Projects

Uraian Description	Satuan Unit	2025	
		Target	Realisasi Realization
Efisiensi Energi Energy Efficiency	USD Juta USD Million	192,4	202,2
Kesehatan dan Keselamatan Kerja (K3) Occupational Health and Safety (OHS)		44,5	42,8
Pengelolaan Sumber Daya Air yang Berkelanjutan Sustainable Water Resource Management		22,5	0,5
Energi Terbarukan Renewable Energy		0,8	0,7
Jumlah Total		260,2	246,2

Nilai Ekonomi Langsung Diperoleh dan Didistribusikan

Sebagai bentuk kepatuhan terhadap Peraturan Pemerintah Pengganti Undang-Undang No. 2 Tahun 2022 tentang Cipta Kerja, maka PHE mengungkapkan informasi terkait Laporan Keuangan yang di dalamnya menyertakan transparansi pendapatan. Sesuai dengan GRI Standard 2021 yang digunakan sebagai standar dalam pelaporan ini, maka pengungkapan informasi terkait transparansi pendapatan disesuaikan dengan standar tersebut. [GOV-4.C1, C2]

PHE tidak menerima bantuan finansial dari Pemerintah Indonesia maupun dari pemerintah negara tempat entitas anak beroperasi; baik dalam bentuk keringanan pajak, subsidi, hibah investasi, hibah riset dan pembangunan, bantuan kredit ekspor, insentif maupun lainnya. [GRI 201-4]

Direct Economic Value Generated and Distributed

In compliance with Government Regulation in Lieu of Law (Perpu) No. 2 of 2022 concerning Job Creation, PHE discloses information regarding its Financial Statements, which include revenue transparency. In accordance with the GRI Standards 2021 used as the reporting framework, the disclosure of revenue transparency information is aligned with these standards. [GOV-4.C1, C2]

PHE does not receive financial assistance from the Government of Indonesia or the governments of countries where its subsidiaries operate, whether in the form of tax relief, subsidies, investment grants, research and development grants, export credit assistance, incentives, or any other type of financial support. [GRI 201-4]



Nilai Ekonomi Langsung Dihasilkan dan Didistribusikan [GRI 201-1]
Direct Economic Value Generated and Distributed [GRI 201-1]

Dalam USD Juta
In USD Million

Uraian Description	2025	2024	2023
Nilai Ekonomi Langsung Dihasilkan Direct Economic Value Generated			
Pendapatan Minyak dan Gas Oil and Gas Revenue	13.157,60	13.725,39	13.974,86
Jasa Distribusi dan Logistik Energi Energy Distribution and Logistics Services	517,26	419,77	434,65
Pendapatan dari Jasa Pengeboran Drilling Services Revenue	74,92	136,65	107,19
Jasa Penunjang Migas Oil and Gas Support Services	69,84	48,53	51,68
Penghasilan Keuangan Finance Income	171,503	251,56	140,41
Keuntungan Selisih Kurs, Neto Gain on Foreign Exchange, Net	38,49	(4,48)	(19,77)
(Beban)/Pendapatan Lain-lain, Neto Other (Expenses)/Income, Net	475,54	315,44	(112,75)
Jumlah Nilai Ekonomi Langsung Dihasilkan Total Direct Economic Value Generated	14.505,18	14.892,86	14.576,27
Nilai Ekonomi yang Didistribusikan Distributed Economic Value			
Biaya Operasi Operating Costs	(9.030,06)	(7.926,25)	(8.223,75)
Distribusi kepada Pekerja Distribution to Employees	(1.377,97)	(1.596,97)	(1.386,26)
Distribusi kepada Penyedia Dana Distribution to Providers of Capital	(2.458,35)	(2.533,66)	(4.123,59)
Distribusi kepada Pemerintah Distribution to Government	(1.498,34)	(1.771,54)	(1.766,49)
Investasi Sosial kepada Masyarakat Social Investment in the Community	(33,38)	(23,16)	(14,94)
Jumlah Nilai Ekonomi Didistribusikan Total Distributed Economic Value	(14.427,85)	(13.851,58)	(15.515,03)
Nilai Ekonomi Ditahan = Nilai Ekonomi Langsung Dihasilkan - Nilai Ekonomi Didistribusikan Retained Economic Value = Direct Economic Value Generated - Distributed Economic Value			
Jumlah Nilai Ekonomi Ditahan Total Retained Economic Value	77,33*	1.041,28	(938,76)

Keterangan | Note:

*) Penurunan signifikan pada jumlah nilai ekonomi ditahan pada tahun 2025 disebabkan oleh penurunan laba dari tahun sebelumnya.
The significant decrease in total retained economic value in 2025 was due to a decline in profit compared with the previous year.

Distribusi kepada Pekerja

Perusahaan mendistribusikan sebagian dari Nilai Ekonomi Langsung Diperoleh kepada pekerja, antara lain untuk memenuhi pembayaran imbal jasa pekerjaan dan kewajiban program pensiun.

Rasio Standar Kompensasi Pekerja dan Upah Minimum

[OJK F.20] [GRI 202-1]

Dalam pemberian remunerasi kepada pekerja, PHE menerapkan filosofi *equal pay for equal work (job)* dan paritas gender. Dengan filosofi ini, semua pekerja di PHE, baik laki-laki ataupun perempuan, berhak atas besaran kompensasi yang setara atas pekerjaan yang sama, sejalan dengan upaya untuk menciptakan lingkungan kerja yang inklusif dan bebas dari diskriminasi. PHE memastikan seluruh pekerjanya baik yang berstatus pekerja tetap maupun pekerja tidak tetap telah menerima upah minimum yang sesuai dengan regulasi yang mengatur tentang tenaga kerja terutama dalam hal ketentuan Upah Minimum Provinsi/Kabupaten/Kota (UMP/K) yang berlaku di wilayah masing-masing unit kerja.

Sementara itu terkait implementasi paritas gender, PHE juga memastikan kesetaraan rasio upah dan remunerasi yang sehat tanpa membedakan jenis kelamin pekerja. Hal ini ditunjukkan dengan kebijakan terkait pemberian upah yang tidak membandingkan hal antargender.

Rasio Gaji Pokok dan Remunerasi Perempuan dibandingkan Laki-Laki di Tahun 2025

Basic Salary and Remuneration Ratio of Women to Men in 2025

Level Jabatan Level of Position	Wanita Female	Pria Male	Rasio Ratio
VP Setara VP and equivalent	1	1,02	0,98
Manager Setara Manager and equivalent	1	1,03	0,97
Lainnya Other	1	1,23	0,81

Rasio Gaji Pokok Pekerja Laki-laki dan Perempuan, serta Manfaat untuk Pekerja Tetap

[GRI 401-2, 405-2]

Salah satu komponen imbal jasa pekerjaan/kompensasi yang diberikan kepada pekerja PHE adalah gaji pokok. Sesuai ketentuan di Perseroan, rasio gaji pokok antara pekerja laki-laki dan perempuan adalah 1:1. Selain gaji pokok, Perusahaan memberikan tunjangan yang disesuaikan dengan status kepegawaian. Di 2025, jenis tunjangan untuk pekerja tetap yang tidak diberikan kepada pekerja kontrak adalah tunjangan tugas belajar.

Kami juga memberikan manfaat tambahan kepada pekerja di WK dengan kondisi signifikan tertentu, seperti daerah 3T. Manfaat tambahan yang diberikan antara lain tempat tinggal di lokasi dengan standar yang sudah ditetapkan Pertamina Grup, di antaranya ketersediaan peralatan perlindungan pribadi dan fasilitas sanitasi. Perusahaan mewajibkan mitra kerja termasuk kontraktor/vendor/pemasok, untuk menyediakan fasilitas yang sama bagi pekerja mereka yang ditempatkan di daerah 3T. [SOS-4.C2, SOS-4.C3]

Distribution to Employees

The Company distributes a portion of the Direct Economic Value Generated to its employees, which includes the fulfillment of compensation payments and pension program obligations.

Ratio of Standard Employee Compensation to Minimum Wage

[OJK F.20] [GRI 202-1]

In providing remuneration to its employees, PHE applies the philosophy of "equal pay for equal work" and gender parity. Under this principle, all PHE employees, regardless of gender, are entitled to equal compensation for the same roles, aligning with efforts to foster an inclusive and non-discriminatory work environment. PHE ensures that all employees, including both permanent and contract staff, receive a minimum wage that complies with labor regulations, specifically adhering to the Provincial/Regency/City Minimum Wage (UMP/K) requirements applicable in their respective operational areas.

Regarding the implementation of gender parity, PHE also ensures a healthy and equitable wage and remuneration ratio without gender-based differentiation. This is reflected in wage policies that strictly avoid gender comparisons in determining compensation levels.

Ratio of Basic Salary for Male to Female Employees, and Benefits for Permanent Employees

[GRI 401-2, 405-2]

One of the components of compensation provided to PHE employees is the basic salary. In accordance with Company regulations, the basic salary ratio between male and female employees is 1:1. In addition to the basic salary, the Company provides allowances tailored to employment status. In 2025, the type of allowance provided to permanent employees that was not extended to contract employees was the study assignment allowance.

We also provide additional benefits to employees in working areas with specific significant conditions, such as frontier, outermost, and least developed (3T) regions. These additional benefits include onsite housing that meets established Pertamina Group standards, including the availability of personal protective equipment and sanitation facilities. The Company requires business partners, including contractors/vendors/suppliers to provide identical facilities for their employees stationed in these 3T regions. [SOS-4.C2, SOS-4.C3]

Kewajiban Perusahaan atas Program Imbalan Pasti [GRI 201-3]

Nilai Ekonomi Langsung Diperoleh yang didistribusikan kepada pekerja, antara lain pemenuhan kewajiban Perusahaan untuk program pensiun pekerja, di antaranya Program Pensiun Manfaat Pasti (PPMP) yang saat ini dikelola oleh pihak ketiga. Perseroan melakukan pencadangan pesangon sebagai bagian pengelolaan risiko untuk menjamin ketersediaan dana untuk pembayaran pesangon pekerja. Pada 2025, nilai liabilitas imbalan pascakerja dan imbalan kerja jangka panjang lainnya mencapai Rp1,05 triliun. Jumlah tersebut dapat dipenuhi salah satunya dengan pencadangan pesangon.

PHE juga memiliki Program Pensiun Iuran Pasti (PIIP) yang diselenggarakan Dana Pensiun Lembaga Keuangan (DPLK), dengan besaran iuran 6% dari upah pokok menjadi beban Perseroan, sementara 2% dari upah pokok menjadi beban pekerja. Program lain adalah Jaminan Hari Tua (JHT) dan Jaminan Pensiun (JP), yang diselenggarakan Badan Penyelenggara Jaminan Sosial (BPJS) Ketenagakerjaan. Besaran iuran Program JHT adalah 5,7% dari upah dengan kontribusi pekerja membayar 2% dan Perseroan membayar 3,7%, sementara iuran Program JP adalah 3% dengan kontribusi 2% dibayarkan Perseroan dan 1% oleh pekerja.

Distribusi kepada Pemerintah: Pembayaran Pajak

Distribusi Nilai Ekonomi Langsung kepada Pemerintah sekaligus kontribusi PHE kepada negara adalah pembayaran pajak dan Penerimaan Negara Bukan Pajak (PNBP), yang dilaksanakan sesuai regulasi perpajakan yang berlaku di Indonesia, yakni UU No. 22 Tahun 2001 tentang Minyak dan Gas Bumi yang mengatur kewajiban membayar pajak, serta peraturan turunannya seperti Peraturan Pemerintah (PP) No. 79 Tahun 2010 yang mengatur tentang *cost recovery* dan PP No 53 Tahun 2017 yang mengatur kontrak bagi hasil atau *gross split*. Strategi perpajakan Perusahaan didasarkan pada ketaatan terhadap peraturan perpajakan, dan diawasi Direktur Keuangan sebagai penanggung jawab perpajakan di Subholding Upstream. Adapun untuk pembayaran pajak dan kewajiban lain di luar Indonesia, merujuk pada regulasi setempat dan prinsip-prinsip dalam Extractive Industries Transparency Initiatives (EITI). [GRI 207-1] [GOV-4.C4]

Tata kelola perpajakan di Subholding Upstream berada di bawah pengawasan Direktur Keuangan, yang bertanggung jawab atas kepatuhan perpajakan serta pengelolaan risiko terkait perpajakan. Perusahaan melakukan koordinasi dengan Direktorat Jenderal Pajak (DJP) di tingkat pusat, dan Kantor Pelayanan Pajak (KPP) di masing-masing WK, guna memastikan kepatuhan maupun integritas termasuk pemeriksaan pajak. Kami mengumumkan ke publik nilai pajak dan kewajiban lain yang dibayarkan kepada negara. [207-2]

Company Obligations for Defined Benefit Plans [GRI 201-3]

The Direct Economic Value Generated distributed to employees includes the fulfillment of the Company's obligations for employee pension programs, such as the Defined Benefit Pension Plan (PPMP), which is currently managed by a third party. The Company maintains severance pay reserves as part of its risk management to ensure the availability of funds for employee severance pay. In 2025, the value of post-employment benefit liabilities and other long-term employee benefits reached Rp1.05 trillion. This amount can be met, through these severance reserves.

PHE also maintains a Defined Contribution Pension Plan (PIIP) administered by a Financial Institution Pension Fund (DPLK), with a contribution rate of 6% of the basic wage borne by the Company and 2% borne by the employee. Other programs include the Old Age Security (JHT) and Pension Security (JP) administered by the Social Security Administering Body for Employment (BPJS Ketenagakerjaan). The contribution rate for the JHT Program is 5.7% of the wage, with employees contributing 2% and the Company contributing 3.7%, while the JP Program contribution is 3%, with 2% paid by the Company and 1% by the employee.

Distribution to the Government: Tax Payments

The Distribution of Direct Economic Value to the Government and PHE's contribution to the state consist of tax payments and Non-Tax State Revenue (PNBP). These are executed in accordance with Indonesian tax regulations, specifically Law No. 22 of 2001 concerning Oil and Natural Gas, governing tax obligations, as well as its derivative regulations such as Government Regulation (PP) No. 79 of 2010 concerning cost recovery and PP No. 53 of 2017 concerning production sharing contracts or gross split. The Company's tax strategy is based on compliance with tax laws and is overseen by the Finance Director, who is responsible for taxation within the Upstream Subholding. Tax payments and other obligations outside of Indonesia refer to local regulations and the principles of the Extractive Industries Transparency Initiative (EITI). [GRI 207-1] [GOV-4.C4]

Tax governance within the Upstream Subholding is under the supervision of the Finance Director, who is responsible for tax compliance and the management of tax-related risks. The Company coordinates with the Directorate General of Taxes (DJP) at the central level and the Tax Service Offices (KPP) in each working area to ensure compliance and integrity, including tax audits. We publicly disclose the value of taxes and other obligations paid to the state. [207-2]



PHE sebagai wajib pajak badan dan karyawan sebagai wajib pajak perorangan, secara berkala menyampaikan laporan perpajakan melalui DJP maupun KPP. Penyampaian laporan perpajakan disertai sosialisasi maupun konsultasi dengan petugas DJP/KPP. Kami mendukung PT Pertamina (Persero) dalam menyampaikan masukan kepada DPR terkait perpajakan pada revisi UU No.22 Tahun 2001 tentang Minyak dan Gas Bumi. Masukan yang disampaikan adalah pentingnya kepastian fiskal dan perpajakan yang disesuaikan dengan karakteristik ekonomi WK migas, terutama untuk lapangan laut dalam (*deep water*), proyek *enhanced oil recovery* (EOR), migas non-konvensional, lapangan tua, dan inisiatif dekarbonisasi. [GRI 207-3] [GOV-5.C1]

Total pembayaran pajak dan PNBP Perusahaan kepada Pemerintah Indonesia di 2025 mencapai USD2.628,77 juta, berkurang USD72,39 juta atau 2,68% dari 2024 sebesar USD2.701,16 juta. Rincian lengkap mengenai kontribusi pajak dan PNBP PHE disampaikan dalam Laporan Keuangan Konsolidasian Perusahaan, yang telah diaudit Kantor Akuntan Publik (KAP) independen untuk menjamin transparansi dan akurasi. Perusahaan belum menyajikan laporan pajak dan kewajiban lain berdasarkan negara tempat beroperasi, karena seluruh data terkait keuangan, ekonomi, dan perpajakan dari WK di luar negeri telah terkonsolidasi dalam Laporan Keuangan Perusahaan. [GRI 207-4] [GOV-4.A3, A4]

Pengungkapan informasi terkait pemenuhan kewajiban terhadap pemerintah di negara-negara tempat Perusahaan beroperasi melalui anak perusahaan, disampaikan di Laporan Keberlanjutan PT Pertamina (Persero), sejalan dengan dukungan terhadap EITI. Informasi terkait Laporan EITI Indonesia dapat dilihat pada situs <https://portaldataekstraktif.esdm.go.id/>. [GRI 207-4] [GOV-4.C3, A1, A2]

PHE, as a corporate taxpayer, and its employees, as individual taxpayers, periodically submit tax reports through the DJP and KPP. The submission of tax reports is accompanied by dissemination and consultation with DJP/KPP officials. We support PT Pertamina (Persero) in providing input to the House of Representatives (DPR) regarding taxation in the revision of Law No. 22 of 2001 concerning Oil and Natural Gas. The input provided emphasizes the importance of fiscal and tax certainty tailored to the economic characteristics of oil and gas working areas, particularly for deep-water fields, enhanced oil recovery (EOR) projects, non-conventional oil and gas, mature fields, and decarbonization initiatives. [GRI 207-3] [GOV-5.C1]

The Company's total tax and PNBP payments to the Government of Indonesia in 2025 reached USD2,628.77 million, a decrease of USD72.39 million or 2.68% from the 2024 figure of USD2,701.16 million. Detailed information regarding PHE's tax and PNBP contributions is presented in the Company's Consolidated Financial Statements, which have been audited by an independent Public Accounting Firm (KAP) to ensure transparency and accuracy. The Company has not yet presented tax reports and other obligations by country of operations, as all financial, economic, and tax data from overseas working areas have been consolidated into the Company's Financial Statements. [GRI 207-4] [GOV-4.A3, A4]

Disclosures regarding the fulfillment of obligations to governments in countries where the Company operates through its subsidiaries are presented in the Sustainability Report of PT Pertamina (Persero), in line with support for the EITI. Information regarding the Indonesia EITI Report can be accessed at <https://portaldataekstraktif.esdm.go.id/>. [GRI 207-4] [GOV-4.C3, A1, A2]

Kontribusi kepada Negara Contribution to the State

Dalam USD
In USD

Uraian Description	2025	2024*	2023
Penerimaan Negara Bukan Pajak (PNBP) Non-Tax State Revenue (PNBP)			
PNBP	274,88	156,74	4.244,05
Pembayaran Pajak Tax Payments			
Pajak Pertambahan Nilai Value Added Tax (VAT)	628,89	665,38	650,93
Pajak Bumi dan Bangunan Land and Building Tax	277,88	165,47	355,57
Pajak Penghasilan Karyawan Employee Income Tax	248,54	275,78	255,69
Pajak Penghasilan Badan Corporate Income Tax	1.149,81	1.291,59	1.718,21
Pajak Daerah Local Taxes	48,34	10,23	12,82
Pajak Lainnya Other Taxes	0,43	135,97	131,88
Sub Total Pajak Subtotal Taxes	2.353,89	2.544,42	3.125,10
Jumlah Kontribusi kepada Negara (Pembayaran PNBPN + Pembayaran Pajak) Total Contribution to the State (PNBP Payments + Tax Payments)			
Jumlah Total	2.628,77	2.701,16	7.369,15

Keterangan | Note:

*) Penyajian kembali karena adanya perubahan pendekatan yang dilakukan dalam menyetorkan PNBPN di tahun 2024 untuk menyesuaikan metode baru di tahun 2025. [2-4]
The restatement was made due to a change in the approach taken in depositing PNBPN in 2024 to adjust to the new method in 2025. [2-4]

Kontribusi Politik dan Kebijakan Publik [GRI 415-1]

Berdasarkan Pedoman Perilaku dan Etika Bisnis/Code of Conduct PHE Subholding Upstream, PHE bersikap netral dalam aktivitas politik, dengan tidak berpartisipasi secara langsung ataupun tidak terlibat langsung dalam aktivitas politik kepartaian. Kami juga tidak memberikan donasi atau kontribusi dalam bentuk apa pun.

PHE Subholding Upstream menjadi bagian dari beberapa asosiasi nasional maupun internasional. Sebagai peserta asosiasi, kami aktif terlibat dalam pembahasan isu-isu keberlanjutan dan perubahan iklim. Melalui forum internasional, Perusahaan melakukan kolaborasi dengan berbagai pihak untuk pengembangan CCS/CCUS di Indonesia. [GOV-5.C2, A3] [CCE-3.A3]

Investasi Sosial kepada Masyarakat

Pengungkapan informasi mengenai Distribusi Nilai Ekonomi Langsung kepada masyarakat, dalam bentuk investasi sosial, disampaikan di Laporan ini pada bahasan Biaya Tanggung Jawab Sosial dan Lingkungan.

Implikasi Finansial, Risiko, dan Peluang Disebabkan Perubahan Iklim [GRI 201-2]

Sampai dengan akhir 2025, kami belum melakukan penghitungan dampak finansial yang diantisipasi secara spesifik dari perubahan iklim. Namun demikian, di periode pelaporan ada fasilitas produksi yang harus berhenti beroperasi sementara karena terdampak bencana banjir dan longsor di Nanggroe Aceh Darussalam, Sumatra Utara, dan Sumatra Barat. Terdapat tiga wilayah kerja Regional 1 di bawah koordinasi PT Pertamina Hulu Rokan yang terdampak secara operasional, yaitu Lapangan Rantau, NSO, dan Pangkalan Susu. Masing-masing lapangan mengalami penghentian operasi selama 36 hari, 35 hari, dan 2 hari. Kondisi tersebut mengakibatkan potensi kehilangan pendapatan yang diestimasi mencapai USD4,71 juta. Nilai tersebut dihitung berdasarkan nilai produksi yang hilang selama kegiatan operasional lapangan tidak berjalan. Dari total estimasi tersebut, alokasi biaya pemulihan yang direalisasikan pada 2025 tercatat lebih dari USD1,889 juta.

Tanggung Jawab Pengembangan Produk [SHS-5.C1, C2, C3, A4]

[SHS-5.C1, C2, C3, A4]

Produk utama PHE adalah migas. Namun sejalan dengan upaya bersama untuk mengendalikan perubahan iklim termasuk reduksi emisi gas rumah kaca (GRK), kami melakukan inovasi dan pengembangan produk yang mendukung transisi energi dan dekarbonisasi.

Pengembangan Produk dan Inovasi [OJK F.26] [CCE-3.A1, A2, A5]

Sejalan dengan penerapan transisi energi dan dekarbonisasi, PHE melakukan berbagai inisiatif serta inovasi yang ditujukan untuk mendukung pengembangan bisnis ramah lingkungan. Salah satunya adalah penerapan teknologi CCS/CCUS yang merupakan bagian dari Strategic Initiatives PERTAMINA Group dalam mendukung pencapaian NZE di 2060. PHE terus melakukan kajian terkait potensi pengembangan klaster bisnis CCS/CCUS dengan kapasitas injeksi CO₂eq sampai dengan 6,0 metrik ton per tahun (MTPA).

Political Contributions and Public Policy [GRI 415-1]

In accordance with the PHE Upstream Subholding Code of Conduct, PHE maintains neutrality in political activities by not participating directly or being involved in political party activities. Furthermore, we do not provide donations or contributions of any kind to political entities.

PHE Upstream Subholding is a member of several national and international associations. As an active member of these associations, we actively involved in discussions regarding sustainability and climate change issues. Through international forums, the Company collaborates with various stakeholders to advance the development of CCS/CCUS in Indonesia. [GOV-5.C2, A3] [CCE-3.A3]

Social Investment in the Community

Information regarding the Distribution of Direct Economic Value to the community in the form of social investment is disclosed in this report under the Social and Environmental Responsibility Costs section.

Financial Implications, Risks, and Opportunities Due to Climate Change [GRI 201-2]

As of the end of 2025, we have not specifically calculated the anticipated financial impact of climate change. Nevertheless, during the reporting period, certain production facilities were forced to temporarily suspend operations due to floods and landslides in Nanggroe Aceh Darussalam, North Sumatra, and West Sumatra. There were three working areas in Regional 1 under the coordination of PT Pertamina Hulu Rokan that were operationally impacted, namely the Rantau, NSO, and Pangkalan Susu Fields. Each field experienced operational shutdowns for 36 days, 35 days, and 2 days, respectively. These conditions resulted in a potential revenue loss estimated at USD4.71 million. The figure was calculated based on the value of lost production during the period when field operations were suspended. Of that total estimate, the allocation for recovery costs to be realized in 2025 stands at more than USD1,889 million.

Product Development Responsibility [SHS-5.C1, C2, C3, A4]

[SHS-5.C1, C2, C3, A4]

PHE's primary products are oil and gas. However, in alignment with collective efforts to control climate change, including the reduction of greenhouse gas (GHG) emissions, we undertake innovation and product development that support the energy transition and decarbonization.

Product Development and Innovation [OJK F.26] [CCE-3.A1, A2, A5]

In line with the implementation of the energy transition and decarbonization, PHE undertakes various initiatives and innovations aimed at supporting the development of environmentally friendly businesses. One of these is the implementation of CCS/CCUS technology, which is a component of the PERTAMINA Group's Strategic Initiatives to support the achievement of Net Zero Emissions (NZE) by 2060. PHE continues to conduct studies regarding the potential development of CCS/CCUS business clusters with a CO₂eq injection capacity as of 6.0 metric tons per annum (MTPA).

Berdasarkan kajian yang dilakukan, hingga saat ini PHE Subholding Upstream memiliki potensi kapasitas penyimpanan emisi karbon di *saline aquifer* dan *depleted oil/gas field* yang tersebar di seluruh wilayah Indonesia. Saat ini, PHE sedang mengembangkan dua CCS Hub dan beberapa CCS Satelit yang akan melayani *emitters* domestik dan internasional, yang berkolaborasi dengan *strategic partners* untuk membangun CCS Hub dan CCS Satelit. Untuk CCS Hub di wilayah Indonesia bagian barat berada di Asri Basin, dengan potensi kapasitas penyimpanan sekitar 1,1 GT CO₂eq. Adapun untuk wilayah Indonesia timur, PHE berencana membangun CCS Hub di Central Sulawesi Basin dengan potensi kapasitas penyimpanan sekitar 1,9 GT CO₂eq.

Sampai dengan saat ini, PHE telah melakukan trial injeksi 3.590 ton CO₂eq di beberapa lapangan sebagai bagian dari penerapan kajian teknologi CCS/CCUS (CO₂ EOR), yang diharapkan dapat diterapkan di lapangan-lapangan Pertamina lainnya sebagai upaya dekarbonisasi dan mendukung peningkatan produksi.

Based on studies conducted to date, PHE Upstream Subholding possesses a potential carbon emission storage capacity in saline aquifers and depleted oil/gas fields distributed across Indonesia. Currently, PHE is developing two CCS Hubs and several CCS Satellites that will serve domestic and international emitters, collaborating with strategic partners to build these facilities. For the western region of Indonesia, the CCS Hub is located in the Asri Basin, with a potential storage capacity of approximately 1.1 GT of CO₂eq. As for eastern Indonesia, PHE plans to build a CCS Hub in the Central Sulawesi Basin with a potential storage capacity of approximately 1.9 GT of CO₂eq.

To date, PHE has conducted injection trials of 3,590 tons of CO₂eq at several fields as part of its CCS/CCUS (CO₂ EOR) technology studies. These trials are expected to be implemented across other Pertamina fields as a decarbonization effort and to support production enhancement.

Program	Potensi Penyimpanan CO ₂ CO ₂ Storage Potential	Study Partner
CCUS CO ₂ EOR Jatibarang	0,146 juta ton CO ₂ eq 0.146 million tons CO ₂ eq	JOGMEC & JAPEX
CCUS CO ₂ EOR Sukowati	1 juta ton CO ₂ eq 1 million tons CO ₂ eq	JOGMEC & JAPEX

Dampak Produk/Jasa dan Evaluasi Keamanannya bagi Pelanggan [OJK F.27, F.28] [GRI 416-1]

Produk PHE adalah migas yang bersifat khusus sehingga penjualannya tidak langsung kepada masyarakat sebagai konsumen pengguna akhir. Produk migas dijual kepada pelanggan berdasarkan perjanjian komersial yang disepakati. Mayoritas produk minyak mentah menjadi bahan baku untuk diproses lanjut di unit-unit pengolahan PT Kilang Pertamina International menjadi bahan bakar minyak (BBM), petrokimia, pelumas, maupun produk olahan lain.

Produk gas bumi didistribusikan kepada pengguna akhir melalui beberapa moda transportasi, di antaranya jaringan pipa gas, kapal, maupun truk. Proses pengiriman, pengangkutan, dan distribusi seluruh (100%) produk migas selama 2025, telah melalui proses evaluasi keamanan dan keselamatan, serta dilakukan dengan prosedur dan pengawasan ketat, sesuai ketentuan pada *terminal offtake procedures* dan *gas transportation agreement*. Selama periode pelaporan, tidak ada laporan, pengaduan maupun keluhan terkait ketidakpatuhan terhadap ketentuan keamanan dan keselamatan pengiriman, pengangkutan, dan distribusi produk migas. [GRI 416-1]

Melalui kegiatan usaha dan produk yang dihasilkan, Perusahaan berperan dalam mendukung pemenuhan kebutuhan energi nasional, menjaga keandalan pasokan energi, serta mendorong aktivitas ekonomi dan industri di berbagai wilayah. Operasional Perusahaan juga memberikan kontribusi ekonomi yang signifikan melalui penerimaan pajak, bagi hasil migas, perolehan devisa, serta penciptaan lapangan kerja yang memberikan manfaat bagi masyarakat dan perekonomian nasional.

Product/Service Impacts and Safety Evaluations for Customers [OJK F.27, F.28] [GRI 416-1]

PHE's products consist of specialized oil and gas, which are not sold directly to the general public as end-consumers. Instead, oil and gas products are sold to customers based on commercial agreements. The majority of crude oil products serve as feedstock for further processing at PT Kilang Pertamina International's refinery units into fuel, petrochemicals, lubricants, and other refined products.

Natural gas products are distributed to end-users through several transportation modes, including gas pipelines, vessels, and trucks. Throughout 2025, the shipping, hauling, and distribution processes for all (100%) oil and gas products underwent rigorous health and safety evaluations and were conducted under strict procedures and supervision, in accordance with terminal offtake procedures and gas transportation agreements. During the reporting period, there were no reports, grievances, or complaints regarding non-compliance with the safety and security regulations governing the shipping, hauling, and distribution of oil and gas products. [GRI 416-1]

Through its business activities and products, the Company plays an important role in supporting the fulfillment of national energy needs, maintaining the reliability of energy supply, and driving economic and industrial activities across various regions. The Company's operations also generate significant economic value through tax revenues, oil and gas revenue sharing, foreign exchange earnings, and job creation, thereby contributing to the welfare of communities and the national economy.

Di samping manfaat tersebut, Perusahaan menyadari bahwa kegiatan operasional migas memiliki dampak aktual dan potensial terhadap lingkungan dan masyarakat. Dari aspek lingkungan, aktivitas eksplorasi, produksi, dan pengolahan migas berpotensi menghasilkan emisi gas rumah kaca (GRK) dan emisi udara lainnya, menimbulkan risiko tumpahan minyak, menghasilkan limbah operasional dan penggunaan bahan kimia, serta memerlukan konsumsi energi dan air yang signifikan. Kegiatan tersebut juga berpotensi memengaruhi ekosistem darat maupun laut serta kualitas lingkungan apabila tidak dikelola secara optimal. Sementara itu, dari aspek sosial, operasional migas dapat menimbulkan berbagai tantangan, antara lain gangguan terhadap masyarakat di sekitar wilayah operasi, peningkatan lalu lintas dan aktivitas industri, risiko kesehatan dan keselamatan kerja, potensi konflik penggunaan lahan, perubahan kondisi sosial-ekonomi masyarakat, serta meningkatnya ekspektasi terhadap penyerapan tenaga kerja dan pelaksanaan program pemberdayaan. [GRI 413-2]

Menyadari berbagai potensi dampak tersebut, Perusahaan terus memperkuat pengelolaan aspek lingkungan dan sosial melalui penerapan praktik operasi yang bertanggung jawab dan berkelanjutan. Upaya yang dilakukan mencakup pengelolaan aspek Health, Safety, Security & Environment (HSSE), pengendalian emisi, efisiensi energi, pengelolaan limbah dan air, program konservasi lingkungan, penerapan teknologi rendah karbon, serta berbagai inisiatif dekarbonisasi yang mendukung transisi energi nasional. Di sisi sosial, Perusahaan menjalankan program Tanggung Jawab Sosial dan Lingkungan (TJSL), pemberdayaan masyarakat, pengembangan kapasitas tenaga kerja lokal, dialog dengan pemangku kepentingan, serta penguatan aspek keselamatan kerja guna menciptakan hubungan yang harmonis dan memberikan manfaat berkelanjutan bagi masyarakat di sekitar wilayah operasional.

Pelabelan dan Pemasaran

Produk migas yang dikirimkan ke pelanggan dilengkapi dengan *material safety data sheet* (MSDS) atau *safety data sheet* (SDS). MSDS/SDS menjadi dokumen penting untuk memberikan informasi yang harus diketahui pelanggan yakni potensi bahaya, penanganan aman, penyimpanan, dan prosedur darurat. Selama 2025, PHE tidak pernah dihadapkan pada sangkaan terkait ketidaksesuaian produk migas yang dikirim, diangkut maupun didistribusikan, dengan informasi dan data dalam MSDS/SDS. [GRI 417-1, 417-2]

Kekhususan produk migas menjadikan PHE tidak pernah melakukan kegiatan komunikasi pemasaran secara masif untuk memenangkan persaingan usaha. Namun demikian secara terbatas, kami melakukan kerja sama sponsor dengan penyelenggara beberapa kegiatan, baik di sektor migas maupun yang lain. Kerja sama sponsor dilakukan dengan tetap memperhatikan ketentuan yang berlaku terkait komunikasi pemasaran dan perlindungan konsumen. Selama 2025, PHE tidak pernah dihadapkan pada sangkaan ketidakpatuhan terhadap regulasi yang mengatur perihal komunikasi pemasaran dan perlindungan konsumen. [GRI 417-3]

Alongside these benefits, the Company recognizes that oil and gas operations have the potential to impact both the environment and society. From an environmental perspective, exploration, production, and processing activities may generate greenhouse gas (GHG) emissions and other air emissions, pose oil spill risks, produce operational waste and involve the use of chemicals, and require substantial energy and water consumption. These activities may also affect terrestrial and marine ecosystems and potentially degrade environmental quality if not managed appropriately. From a social perspective, oil and gas operations may give rise to various challenges, including disturbances to communities surrounding operational areas, increased traffic and industrial activities, occupational health and safety risks, potential land-use conflicts, changes in local socioeconomic conditions, and growing expectations regarding local employment opportunities and community development programs. [GRI 413-2]

In response to these potential impacts, the Company continues to strengthen its environmental and social management practices through the implementation of responsible and sustainable operational practices. These efforts include the management of Health, Safety, Security & Environment (HSSE) aspects, emissions control, energy efficiency initiatives, waste and water management, environmental conservation programs, the adoption of low-carbon technologies, and various decarbonization initiatives that support the national energy transition. On the social front, the Company implements Corporate Social and Environmental Responsibility (CSR) programs, community empowerment initiatives, local workforce capacity development, stakeholder engagement activities, and enhanced occupational safety measures to foster harmonious relationships and deliver sustainable benefits to communities surrounding its operational areas.

Labeling and Marketing

Oil and gas products delivered to customers are accompanied by a Material Safety Data Sheet (MSDS) or Safety Data Sheet (SDS). The MSDS/SDS serves as a critical document providing essential information for customers, including potential hazards, safe handling, storage, and emergency procedures. Throughout 2025, PHE faced no allegations regarding non-compliance of delivered, transported, or distributed oil and gas products with the information and data provided in the MSDS/SDS. [GRI 417-1, 417-2]

Due to the specialized nature of oil and gas products, PHE does not engage in massive marketing communication activities to gain a competitive edge. However, we do participate in limited sponsorship collaborations with organizers of various activities, both within the oil and gas sector and beyond. These sponsorship agreements are conducted in accordance with prevailing regulations regarding marketing communications and consumer protection. Throughout 2025, PHE faced no allegations of non-compliance with regulations governing marketing communications and consumer protection. [GRI 417-3]

Penarikan Produk dan Survei Kepuasan Pelanggan [OJK F.29, F.30]

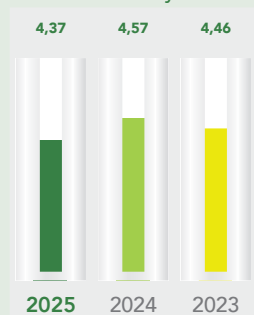
Setiap tahun Perusahaan melakukan survei kepuasan pelanggan guna memantau dan mengevaluasi persepsi, kebutuhan, serta tanggapan terhadap kualitas produk maupun layanan yang diberikan. Pada 2025, hasil survei menyatakan rata-rata skor Indeks Kepuasan Pelanggan (IKP) adalah 4,44 dari skala 5,00.

Product Recall and Customer Satisfaction Survey [OJK F.29, F.30]

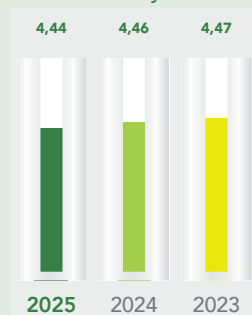
Each year, the Company conducts a customer satisfaction survey to monitor and evaluate perceptions, needs, and feedback regarding the quality of the products and services provided. In 2025, the survey results indicated an average Customer Satisfaction Index (CSI) score of 4.44 on a 5.00 scale.

Indeks Kepuasan Pelanggan Customer Satisfaction Index

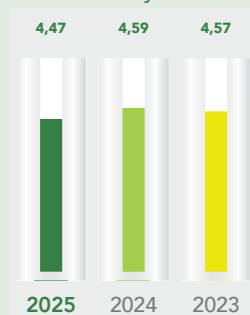
Kuantitas Produk Product Quantity



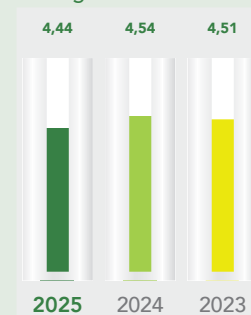
Kualitas Produk Product Quality



Kualitas Layanan Service Quality



Skor Rata-rata Average Score



Skor (Skala 1-5)
Score (Scale 1-5)

Selama 2025 tidak ada pelanggan yang memutuskan kontrak dan membatalkan pembelian minyak dan/atau gas bumi, yang telah disepakati melalui PJBM dan PJBG. Pada tahun 2025, kami menandatangani 74 perjanjian komersial termasuk Perjanjian Jual Beli Minyak, Perjanjian Jual Beli Gas, Perjanjian Jual Beli Gas Terproses, Perjanjian Jual Beli LPG, *Master Sales & Purchase Agreement* LNG dan amandemennya dalam rangka menjaga pasokan energi bagi pelanggan *existing* maupun pelanggan baru.

Throughout 2025, no customers terminated contracts or canceled purchases of oil and/or natural gas that had been agreed upon through Oil Sale and Purchase Agreements (PJBM) and Gas Sale and Purchase Agreements (PJBG). In 2025, we signed 74 commercial agreements including Oil Sale and Purchase Agreements, Gas Sale and Purchase Agreements, Processed Gas Sale and Purchase Agreements, LPG Sale and Purchase Agreements, LNG Master Sales & Purchase Agreements, and their respective amendments, to maintain energy supplies for both existing and new customers.

Selama periode pelaporan, Perusahaan melakukan berbagai upaya untuk meningkatkan kualitas produk dan layanan kepada pelanggan, di antaranya:

During the reporting period, the Company undertook various efforts to enhance the quality of products and services for customers, including:

- Melakukan pertemuan dengan pelanggan melalui kegiatan Customer Day sehingga pelanggan dapat menyampaikan apresiasi, kritik maupun saran untuk peningkatan kualitas layanan dan produk.
- Melakukan forum koordinasi pelanggan secara periodik untuk membahas rencana pasokan produk migas termasuk jadwal, kuantitas, dan isu terkini.
- Melakukan resertifikasi tahunan *meter custody* oleh lembaga independen guna menjamin kesesuaian kuantitas pasokan migas kepada pelanggan.
- Membangun sistem manajemen keluhan pelanggan yang terdokumentasi dengan baik, termasuk mekanisme *tracking*, respons cepat, dan evaluasi penyelesaian dengan biaya yang dikeluarkan sebesar Rp751 juta untuk membangun sistem PHE ACTRIS yang dikerjakan oleh internal fungsi IT Perusahaan.

- Engaging with customers through Customer Day activities, allowing them to convey appreciation, critiques, and suggestions for improving service and product quality.
- Conducting periodic customer coordination forums to discuss oil and gas supply plans, including schedules, quantities, and current issues.
- Performing annual recertification of custody meters by independent institutions to ensure the accuracy of oil and gas supply quantities to customers.
- Developing a well-documented customer complaint management system, including tracking mechanisms, quick response, and resolution evaluations, with an expenditure of Rp751 million to build the PHE ACTRIS system, which was executed internally by the Company's IT function.

Sejahtera Bersama Pekerja dan Masyarakat Prospering Together with Employees and the Community

Pengelolaan dampak dari kegiatan operasi Subholding Upstream dan distribusi Nilai Ekonomi Langsung yang Diperoleh, tidak hanya ditujukan untuk mengurangi berbagai hal yang kurang menguntungkan terhadap pemangku kepentingan. Melalui berbagai program dan kegiatan yang dilaksanakan selama 2025, kami berupaya memberikan lebih banyak manfaat untuk pemangku kepentingan.

The management of impacts from the Upstream Subholding's operations and the distribution of the Direct Economic Value Generated are not only intended to mitigate adverse effects on stakeholders. Through various programs and activities implemented in 2025, we strive to deliver greater benefits to our stakeholders.

Membentuk Pekerja Unggul dan Sejahtera

PHE memberikan kesempatan setara kepada setiap individu termasuk pekerja lokal, yakni penduduk di sekitar WK, untuk mengikuti proses rekrutmen pekerja baru. Khusus untuk mitra kerja termasuk kontraktor/vendor/pemasok, Perusahaan mendorong mitra kerja untuk melibatkan pekerja lokal terutama pada pekerjaan-pekerjaan yang tidak membutuhkan keahlian/kompetensi khusus. [SOC-15.C1]

Cultivating Excellence and Employee Well-being

PHE provides equal opportunities for every individual, including local workers defined as residents living near working areas to participate in the recruitment process for new workers. Specifically for business partners, including contractors/vendors/suppliers, the Company encourages the involvement of local workers, particularly for roles that do not require specialized skills or competencies. [SOC-15.C1]

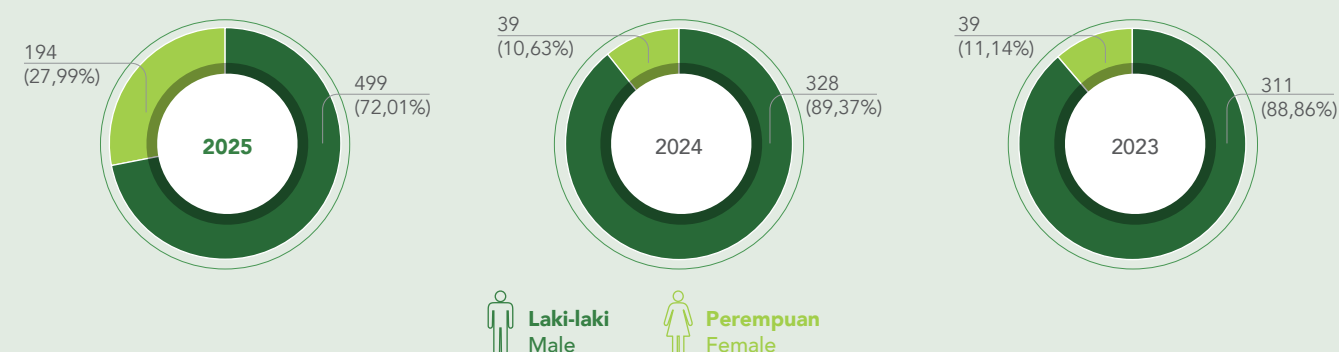
Total pekerja baru yang direkrut di 2025 ada 693 orang, terdiri dari 499 orang atau 72,01% laki-laki dan 194 orang atau 27,99% perempuan. Penempatan pekerja baru dilakukan sesuai kebutuhan dan tidak ada rekrutmen khusus untuk lokasi tertentu. Namun demikian, sepanjang 2023-2025, tidak terdapat karyawan baru yang bergabung di WK yang berlokasi di Bali, Kepulauan Nusa Tenggara, Maluku, dan wilayah internasional. Selain itu, ada 12 pekerja yang ditugaskan untuk pengembangan CCS/CCUS, yang menjadi salah satu langkah strategis PHE dalam mendukung transisi energi melalui pencegahan pelepasan/pemanfaatan emisi karbon. [GRI 102-3, 401-1] [SOC-4.C1]

In 2025, a total of 693 new workers were recruited, consisting of 499 male workers (72.01%) and 194 female workers (27.99%). The new hires are placed based on organizational needs, with no specific recruitment dedicated to certain locations. However, throughout 2023–2025, there were no new employees joining working areas located in Bali, Lesser Sunda Islands, Maluku, or international regions. Additionally, 12 workers have been assigned to CCS/CCUS development, representing one of PHE's strategic steps in supporting the energy transition by preventing the release of or utilizing carbon emissions. [GRI 102-3, 401-1] [SOC-4.C1]

Kami melakukan rekrutmen khusus pekerja baru sebagai tenaga ahli untuk memperkuat penerapan transisi energi dan penanganan perubahan iklim di Subholding Upstream. Dengan mempertimbangkan keahlian mereka, Perseroan memberikan kompensasi imbal jasa pekerjaan dan fasilitas sesuai dengan kebijakan remunerasi yang berlaku. [GRI 102-3]

We conduct specialized recruitment for new workers as subject matter experts to strengthen the implementation of the energy transition and climate change management within the Upstream Subholding. Commensurate with their expertise, the Company provides compensation and facilities in accordance with prevailing remuneration policies. [GRI 102-3]

Total dan Persentase Pekerja Baru PHE berdasarkan Gender Total and Percentage of PHE New Workers based on Gender



Jumlah | Total

2025
693
100,00%

2024
367
100,00%

2023
350
100,00%



Total dan Persentase Pekerja Baru PHE berdasarkan Kelompok Usia

Total and Percentage of PHE New Workers based on Age Group

Kelompok Usia Age Group	2025		2024		2023	
	Jumlah Total	%	Jumlah Total	%	Jumlah Total	%
<30 Tahun Years	431	62,19	25	6,81	23	6,57
31-40 Tahun Years	165	23,81	137	37,33	114	32,57
41-50 Tahun Years	78	11,26	139	37,87	156	44,57
≥51 Tahun Years	19	2,74	66	17,98	57	16,29
Jumlah Total	693	100,00	367	100,00	350	100,00

Total dan Persentase Pekerja Baru PHE berdasarkan Penempatan

Total and Percentage of PHE New Workers based on Placement

Penempatan Placement	2025		2024		2023	
	Jumlah Total	%	Jumlah Total	%	Jumlah Total	%
Sumatra	268	38,67	150	40,87	159	45,43
Jawa Java	297	42,86	135	36,78	115	32,86
Kalimantan	109	15,73	75	20,44	70	20,00
Sulawesi	6	0,87	3	0,82	2	0,57
Papua	13	1,88	4	1,09	4	1,14
Jumlah Total	693	100,00	367	100,00	350	100,00

Selama 2025, ada 108 pekerja yang mengundurkan diri atas permintaan sendiri dan pensiun dini, sehingga tingkat perputaran mencapai 0,73% jika dibandingkan total pekerja PHE, dengan rincian 95 orang atau 87,96% laki-laki, dan 13 orang atau 0,76% perempuan. Komposisi terbanyak berdasarkan kelompok usia, terdapat pada kelompok usia 31-40 tahun, yakni 41 orang. Sedangkan komposisi terbanyak berdasarkan asal tempat, terdapat pada Regional 1, yakni 22 orang. Namun demikian, tidak ada pekerja yang disebabkan pemutusan hubungan kerja (PHK), sebagai dampak dari penghentian operasi akibat penerapan transisi energi maupun dampak perubahan iklim. [GRI 102-3, 401-1] [SOC-6.A1]

Sepanjang periode pelaporan, terdapat tiga wilayah operasional di Regional 1 yang mengalami penghentian aktivitas sementara akibat bencana banjir bandang yang melanda wilayah Nanggroe Aceh Darussalam, Sumatra Utara, dan Sumatra Barat. Perusahaan menegaskan komitmennya untuk tetap melindungi hak-hak seluruh tenaga kerja dengan memastikan tidak adanya Pemutusan Hubungan Kerja (PHK) di tengah situasi darurat tersebut.

In 2025, a total of 108 employees who resigned voluntarily and took early retirement, resulting in a turnover rate of 0.73% relative to the total workforce. This figure comprised 95 males (87.96%) and 13 females (0.76%). By age group, the highest turnover occurred in the 31-40 age bracket, totaling 41 people. Geographically, the highest composition was recorded in Regional 1, with 22 people. Notably, there were no layoffs (PHK) resulting from operational shutdowns linked to the energy transition or climate change impacts.

[GRI 102-3, 401-1] [SOC-6.A1]

Throughout the reporting period, three operational areas in Regional 1 experienced temporary halts of activities due to flash floods that struck Nanggroe Aceh Darussalam, North Sumatra, and West Sumatra. The Company reaffirms its commitment to protecting the rights of its entire workforce by ensuring that no layoffs occurred during these emergency situations.

Membangun Relasi Ketenagakerjaan

Sesuai Perjanjian Kerja Bersama (PKB) yang berlaku di Perusahaan, PHE berkewajiban memberitahukan perubahan operasi yang signifikan kepada karyawan dengan batas waktu minimal. Bila terjadi perubahan operasi yang diikuti PHK, maka lama waktu minimal pemberitahuan kepada karyawan adalah 14 hari kalender, sementara untuk pekerja yang akan pindah tugas karena mutasi atau rotasi pekerjaan/jabatan adalah 30 hari kalender. Selama 2025, tidak ada perubahan operasi yang diikuti PHK, sementara untuk pindah tugas karena rotasi/mutasi pekerjaan/jabatan dilakukan kepada 3.809 karyawan. [GRI 402-1]

Perusahaan memberikan cuti melahirkan untuk karyawan perempuan selama 90 hari kalender, sementara cuti untuk karyawan laki-laki yang mendampingi istri melahirkan adalah 5 hari kalender.

Total Pekerja yang Menggunakan Hak Cuti Melahirkan Total Number of Workers Utilizing Maternity Leave Rights [GRI 401-3]

Deskripsi Description	Gender	2025	2024	2023
Jumlah pekerja yang berhak mendapat cuti melahirkan Total number of workers entitled to maternity leave	Laki-laki Male	11.144	11.000	11.143
	Perempuan Female	1.897	1.342	1.370
Jumlah pekerja yang mengambil cuti melahirkan Total number of workers who took maternity leave	Laki-laki Male	258	291	354
	Perempuan Female	54	58	72
Jumlah pekerja yang kembali bekerja pada periode pelaporan setelah cuti melahirkan berakhir Total number of workers who returned to work during the reporting period after maternity leave ended	Laki-laki Male	257	289	352
	Perempuan Female	54	58	71
Jumlah pekerja yang kembali bekerja setelah cuti melahirkan berakhir, yang masih dipekerjakan 12 bulan setelah kembali bekerja Total number of workers who returned to work after maternity leave ended and remained employed 12 months after their return	Laki-laki Male	258	289	350
	Perempuan Female	54	58	70

Pelatihan dan Pengembangan Kemampuan Pekerja [OJK F.22]

Kami mendorong seluruh Insan PHE untuk meningkatkan kemampuan dan kompetensi melalui program-program pelatihan serta pengembangan yang diselenggarakan Perusahaan. Kami juga memastikan pemberian kesempatan yang sama (setara) bagi seluruh pekerja untuk mengakses dan mengikuti berbagai program pelatihan dan pengembangan tanpa diskriminasi. Peningkatan kompetensi diharapkan dapat membantu karyawan agar adaptif dan tetap relevan dalam menghadapi penerapan transisi energi maupun perubahan iklim di Subholding Upstream. Selama 2026, PHE telah melaksanakan berbagai jenis pelatihan, baik yang bersifat *soft skill* maupun *hard skill*.

Sebagai wujud upaya terhadap pertumbuhan profesional yang berkelanjutan, Perusahaan telah merumuskan Rencana Pengembangan Kompetensi 2026 secara terintegrasi. Perencanaan ini mencakup program pelatihan wajib, seperti Health, Safety, Security, and Environment (HSSE), sosialisasi Good Corporate Governance (GCG), dan Information Security (iSec). Selanjutnya beberapa

Building Labor Relations

In accordance with the Collective Labor Agreement (CLA) applicable within the Company, PHE is obligated to notify employees of significant operational changes within a minimum timeframe. In the event of operational changes resulting in layoffs, the minimum notice period for employees is 14 calendar days, while for employees undergoing relocation due to job transfer/rotation, the notice period is 30 calendar days. Throughout 2025, there were no operational changes resulting in layoffs, while job rotations or transfers were implemented for 3,809 employees. [GRI 402-1]

The Company provides 90 calendar days of maternity leave for female employees, while male employees are entitled to 5 calendar days of paternity leave to accompany their wives during childbirth.

Employee Training and Capability Development [OJK F.22]

We encourage all PHE personnel to enhance their skills and competencies through the training and development programs organized by the Company. We also ensure equal opportunities for all employees to access and participate in various training and development programs without discrimination. Competency enhancement is expected to assist employees in remaining adaptive and relevant as they face the implementation of the energy transition and climate change within the Upstream Subholding. Throughout 2026, PHE conducted various types of training, covering both soft skills and hard skills.

As part of its commitment to continuous professional growth, the Company has formulated an integrated Competency Development Plan 2026. This plan includes mandatory training programs, such as Health, Safety, Security, and Environment (HSSE), Good Corporate Governance (GCG) awareness, and Information Security (iSec). Furthermore, employees can determine their own training needs

pelatihan dapat ditentukan sendiri kebutuhannya oleh Pekerja melalui program *Individual Development Plan* (IDP) pada awal periode 2026, meliputi pelatihan teknis, pelatihan kepemimpinan, serta sertifikasi (*license to work*) baru maupun perpanjangan masa berlaku yang diselaraskan dengan kebutuhan strategis Perusahaan. Pendekatan ini memastikan bahwa program pengembangan berlaku bagi seluruh Insan PHE dengan tetap menjunjung tinggi prinsip kesetaraan bagi seluruh Pekerja.

Pelatihan yang diselenggarakan diharapkan dapat meningkatkan perilaku dalam menjaga keselamatan bersama sehingga akan mengurangi terjadinya insiden. Jumlah jam pembelajaran mencapai 1.301.410 jam, dengan rerata 91,58 jam pembelajaran per karyawan. Rerata jam pembelajaran untuk karyawan laki-laki adalah 90,93 jam, dan rerata jam pelatihan untuk karyawan perempuan adalah 95,49 jam. [\[GRI 404-1\] \[SOC-7.C1, C2, A2\] \[SOC-15.A3\]](#)

PHE mengalokasikan biaya pengembangan dan pelatihan pekerja sebesar Rp202,6 miliar di tahun 2025, lebih besar dari realisasi 2024 yang mencapai Rp189,44 miliar. Kami memberikan cuti khusus bagi pekerja yang menjalani program tugas belajar dari Perusahaan untuk sekolah lanjutan (S2/S3), disertai jaminan bekerja kembali di Perusahaan setelah selesai menjalani studi. Hingga akhir 2025, terdapat 42 peserta tugas belajar, terdiri dari 34 peserta di luar negeri dan 8 peserta di dalam negeri. Sementara yang sudah selesai tugas belajar dan kembali bekerja di PHE sebanyak 8 orang. [\[GRI 404-2\] \[SOC-7.C2\]](#)

through the *Individual Development Plan* (IDP) program at the beginning of 2026, covering technical training, leadership training, as well as new certifications (*licenses to work*) and renewals aligned with the Company's strategic needs. This approach ensures that the development program applies to all PHE personnel while upholding the principle of equality for all employees.

The training sessions are expected to improve safety behaviors to mitigate the occurrence of incidents. Total learning hours reached 1,301,410 hours, with an average of 91.58 learning hours per employee. The average learning hours for male employees was 90.93 hours, while the average for female employees was 95.49 hours. [\[GRI 404-1\] \[SOC-7.C1, C2, A2\] \[SOC-15.A3\]](#)

PHE allocated Rp202.6 billion for employee training and development in 2025, an increase from the 2024 realization of Rp189.44 billion. We provide special leave for employees undertaking Company-sponsored study assignments for advanced degrees (Master's/Doctorate), along with a guarantee of reinstatement upon completion of their studies. As of the end of 2025, there were 42 study assignment participants, consisting of 34 participants studying abroad and 8 participants studying in Indonesia. Meanwhile, 8 workers have completed their study assignments and returned to work at PHE. [\[GRI 404-2\] \[SOC-7.C2\]](#)

Total Jam Pelatihan berdasarkan Gender dan Jabatan Pekerja

Total Training Hours based on Gender and Workers Position

Jabatan Position	2025			2024			2023		
	Pria Male	Wanita Female	Rerata Average	Pria Male	Wanita Female	Rerata Average	Pria Male	Wanita Female	Rerata Average
Dewan Komisaris Board of Commissioners	559	43	7,08	572	62	18,65	501	90	18,47
Direksi Board of Directors	412	106	15,70	2.825	95	94,19	2.620	316	94,71
VP/GM/Setara VP/GM/Equivalent	7.370	979	54,93	8.152	1.419	62,56	6.114	2.818	61,17
Senior Manager/Manager/Setara Senior Manager/Manager/ Equivalent	84.351	13.876	95,92	43.963	8.672	60,64	53.589	17.804	77,18
Asisten Manajer/Setara Assistant Manager/Equivalent	391.869	84.882	119,73	34.035	5.486	3,36	54.178	18.242	6,10
Asisten Manajer ke Bawah Assistant Manager and Below	662.906	94.057	81,54	308.785	72.983	329,68	277.394	92.018	330,13
Rata-rata Average	90,93	95,49	91,58*	32,90	46,69	34,77	32,24	69,39	37,21

Keterangan | Note :

*) Rerata jam pelatihan meningkat signifikan akibat bertambahnya jumlah jam pelatihan, yang dipengaruhi oleh adanya tambahan *mandatory training* dan pelatihan lainnya.
The average training hours increased significantly due to the higher number of training hours, driven by additional mandatory training and other training programs.

Peningkatan keterampilan juga diberikan kepada pekerja dalam masa transisi memasuki usia pensiun, yakni 56 tahun. Kami memiliki program pelatihan yang dirancang untuk membantu mereka mempersiapkan mental, menjaga kesehatan, merencanakan kegiatan pascapensiun, serta memahami peluang investasi yang dapat dilakukan agar dana pensiun yang diperoleh dapat dimanfaatkan optimal. Selama 2025, PHE mengadakan pelatihan transisi masa pensiun sebanyak 31 kali, dengan jumlah peserta sebanyak 240 orang. [GRI 404-2]

Skill enhancement is also provided to workers in transition period into retirement age of 56. We offer a training program designed to assist them in mental preparation, maintaining health, planning post-retirement activities, and understanding investment opportunities to ensure their pension funds are utilized optimally. Throughout 2025, PHE conducted 31 retirement transition training sessions with a total of 240 participants. [GRI 404-2]

Pelatihan Transisi Energi

Selama 2025, PHE menyertakan 216 pekerja dalam pelatihan dan pengembangan kompetensi transisi energi maupun perubahan iklim. Pelatihan yang dilaksanakan, antara lain: [GRI 102-3]

1. Carbon Capture, Utilization & Storage (CCS/CCUS);
2. Climate Change & GHG (Gas Rumah Kaca);
3. Sustainability & ESG;
4. Energi Terbarukan & Transisi Energi;
5. Geothermal (Panas Bumi) dan Hidrogen;
6. Energy Management & Audit.

Energy Transition Training

Throughout 2025, PHE enrolled 216 workers in training and competency development programs focused on the energy transition and climate change. The training sessions included: [GRI 102-3]

1. Carbon Capture, Utilization & Storage (CCS/CCUS);
2. Climate Change & GHG (Greenhouse Gas);
3. Sustainability & ESG;
4. Renewable Energy & Energy Transition;
5. Geothermal and Hydrogen;
6. Energy Management & Audit.

Penilaian dan Pengembangan Karier Pekerja

[GRI 404-3] [SOC-5.A1, A3]

PHE menyelenggarakan sistem evaluasi kinerja yang dilaksanakan melalui pengukuran *Key Performance Indicator* (KPI) bagi seluruh pekerja. KPI tersebut telah disesuaikan dengan PERTAMINA Reference Level (PRL), fungsi, divisi, serta tanggung jawab tiap individu. Setiap tahun kami melakukan proses tinjauan individu tahunan, dan hasil penilaian dari proses tersebut akan digunakan sebagai pertimbangan dalam penetapan promosi, penetapan bonus, penentuan kebutuhan, pengembangan kompetensi, dan portofolio pekerja, tanpa membedakan latar belakang setiap individu yang dapat bersifat diskriminatif.

Workers Performance Assessment and Career Development

[GRI 404-3] [SOC-5.A1, A3]

PHE implements a performance evaluation system through the measurement of Key Performance Indicators (KPIs) for all workers. These KPIs are aligned with the PERTAMINA Reference Level (PRL), specific functions, divisions, and responsibilities of each individual. Each year, we conduct an annual individual review process, and the resulting assessment serves as a primary consideration for promotions, bonus determinations, identification of development needs, competency building, and employee portfolios, without discrimination based on individual backgrounds.

Selama 2025, seluruh atau 100% pekerja Subholding Upstream telah menerima penilaian kinerja, dan sebanyak 2.570 pekerja atau 18% dari total pekerja mendapatkan promosi jabatan untuk pengembangan karier, terdiri atas 2.182 laki-laki atau 15,28% dari total pekerja dan 17,83% dari total pekerja laki-laki; serta 388 perempuan atau 2,72% dari total pekerja dan 19,02% dari total pekerja perempuan. Seluruh pekerja yang mendapatkan promosi merupakan warga negara Indonesia karena untuk wilayah operasi di Indonesia, Subholding Upstream tidak mempekerjakan warga negara asing/WNA atau ekspatriat. [SOC-15.A1]

Throughout 2025, 100% of Upstream Subholding employees received performance appraisals. A total of 2,570 workers, or 18% of the total workforce, received promotions for career development. This comprised 2,182 male workers (15.28% of the total workforce and 17.83% of the total male workers) and 388 female employees (2.72% of the total workforce and 19.02% of the total female workers). All promoted workers, are Indonesian citizens, as the Upstream Subholding does not employ foreign nationals or expatriates for its operational areas in Indonesia. [SOC-15.A1]

Kesetaraan Kesempatan, Keberagaman, dan Inklusivitas

[OJK F.18]

Kami menerapkan kebijakan yang mendukung kesetaraan kesempatan, keberagaman dan inklusivitas, di antaranya Kebijakan Lingkungan Kerja yang Menghargai Keberagaman, Kesetaraan dan Inklusi di Pertamina Hulu Energi. Sesuai kebijakan tersebut, PHE memberikan kesempatan setara kepada setiap individu warga negara Indonesia (WNI) untuk bekerja di Subholding Upstream. Selain itu kami juga memberikan akses yang sama terhadap peluang pengembangan

Equal Opportunity, Diversity, and Inclusivity

[OJK F.18]

We implement policies that support equal opportunity, diversity, and inclusivity, including the Workplace Policy Valuing Diversity, Equity, and Inclusion at Pertamina Hulu Energi. In accordance with this policy, PHE provides equal opportunities for every Indonesian citizen to work within the Upstream Subholding. Furthermore, we provide equal access to career development opportunities, equitable remuneration, and a safe work environment that supports professional growth, regardless

karier, remunerasi yang berkeadilan, serta lingkungan kerja yang aman dan mendukung pertumbuhan profesionalisme pekerja, tanpa memandang gender, suku, agama, atau latar belakang lainnya yang dapat bersifat diskriminatif. Selama 2025, Perusahaan tidak menghadapi kasus dan/atau pelaporan diskriminasi kerja maupun dalam bekerja. [GRI 406-1] [SOC-5.C1, A3]

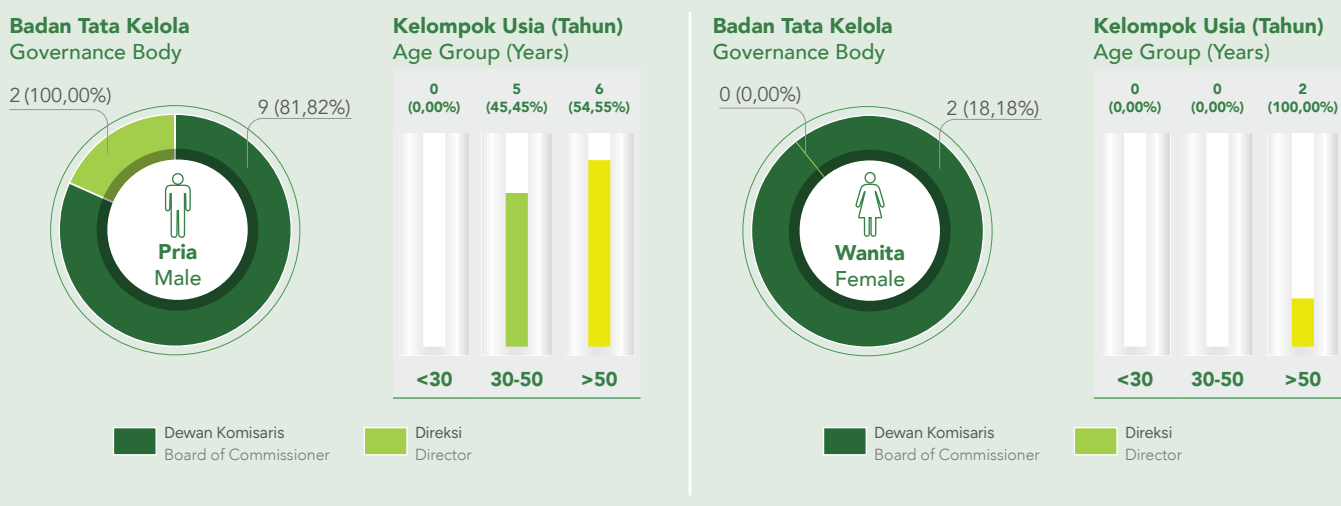
of gender, ethnicity, religion, or any other background that could be discriminatory. Throughout 2025, the Company did not faced any cases or reports of discrimination in recruitment or employment. [GRI 406-1] [SOC-5.C1, A3]

Hingga akhir 2025, terdapat 136 pekerja yang menduduki jabatan di tingkatan manajemen senior yang berasal dari masyarakat lokal, yakni mereka yang berasal dari provinsi yang sama dengan lokasi kerjanya. Jumlah mereka mencapai 10,50% dari total manajemen senior. [GRI 405-1] [GRI 202-2] [SOC-5.C2, C3] [SOC-15.A3]

As of the end of 2025, there were 136 workers holding positions at the senior management level who originated from the local community, defined as those from the same province as their work location. This represents 10.50% of the total senior management. [GRI 405-1] [GRI 202-2] [SOC-5.C2, C3] [SOC-15.A3]

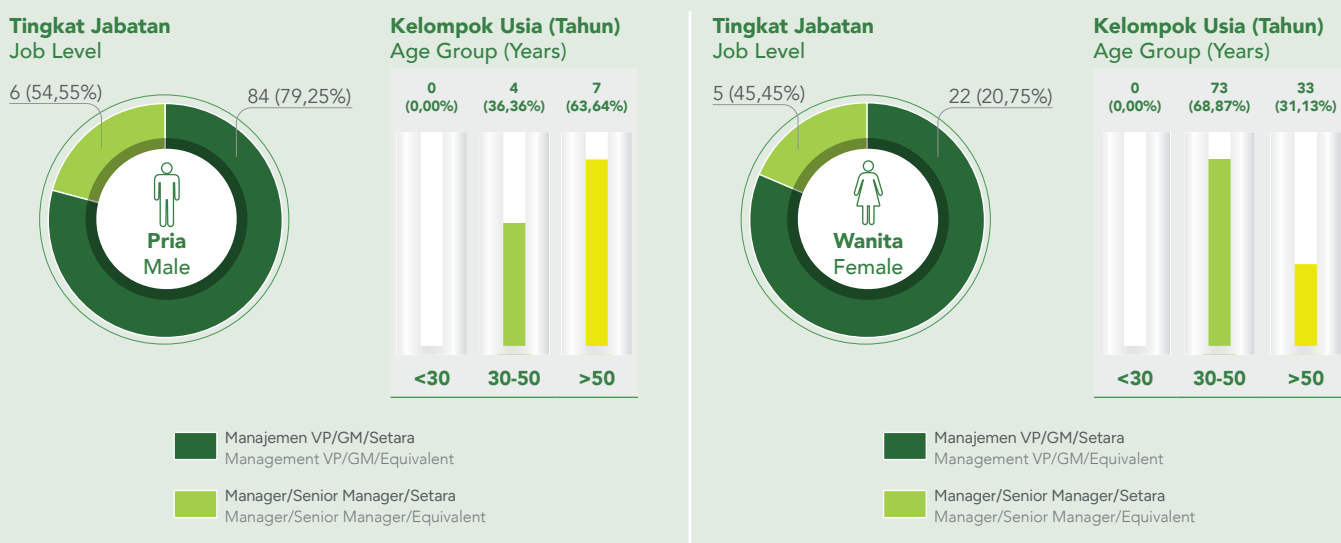
Komposisi Pejabat Badan Tertinggi Tata Kelola PHE berdasarkan Gender dan Kelompok Usia

Composition of PHE's Highest Governance Body Members based on Gender and Age Group



Komposisi Pejabat Tata Kelola PHE berdasarkan Gender dan Kelompok Usia

Composition of PHE Governance Officers based on Gender and Age Group



Sesuai ketentuan yang berlaku di Perseroan, kami memberikan remunerasi yang setara antarpekerja. Penetapan gaji pokok dan remunerasi dilakukan berdasarkan hasil kinerja dan tidak ada perbedaan gender maupun faktor lain yang bersifat diskriminatif. Rasio gaji pokok antara pekerja laki-laki dan perempuan adalah 1:1.

[GRI 405-2] [SOC-5.A2]

Program Pengembangan Pekerja Putra Daerah dan Difabel

Kami memiliki beberapa program yang ditujukan untuk rekrutmen dan pengembangan pekerja putra daerah/penduduk asli di sekitar WK. Melalui program ini, kami berupaya untuk meningkatkan persentase pelibatan putra daerah sebagai pekerja Subholding Upstream, tanpa mengabaikan prinsip kesetaraan kesempatan. Sebagai bagian PERTAMINA yang merupakan badan usaha milik negara (BUMN), PHE mengikuti UU No. 8 Tahun 2016 tentang Penyandang Disabilitas. Hingga akhir 2025, kami mempekerjakan 25 penyandang disabilitas. [SOC-15.A4]

Kebebasan Berserikat dan Perjanjian Kerja Bersama

[GRI 2-30]

Perseroan menghormati dan mendukung kebebasan berserikat pekerja serta pembentukan Serikat Pekerja di lingkungan PT Pertamina Hulu Energi. Hingga akhir 2025, jumlah anggota serikat pekerja mencapai 1.102 pekerja atau 54,15% dari total Insan PHE. Selama 2025, tidak ada hal signifikan yang mengurangi dan/atau membatasi kebebasan berserikat untuk pekerja. Serikat pekerja mewakili pekerja melakukan perundingan dengan Perseroan dalam penyusunan Perjanjian Kerja Bersama (PKB), yang mengatur dengan rinci hak dan kewajiban pekerja dan ditinjau setiap dua tahun. Saat ini, PKB yang berlaku adalah PKB periode 2023-2024 beserta perpanjangannya. Keberadaan PKB juga menjadi acuan bagi pemenuhan hak dan kewajiban pekerja mitra kerja termasuk kontraktor/vendor/pemasok. [GRI 407-1] [SOC-4.A1] [SOC-14.A4]

Pekerja Anak dan Pemaksaan Bekerja [OJK F.19]

Kami memastikan seluruh kegiatan operasional dan rantai nilai Subholding Upstream tidak melibatkan tenaga kerja anak maupun tenaga kerja paksa dalam bentuk apapun. Komitmen ini diwujudkan antara lain dengan ketentuan pembatasan umur minimal pekerja yakni 18 tahun, yakni merujuk pada aturan ketenagakerjaan yang berlaku. [GRI 408-1]

Sesuai PKB, kami menerapkan ketentuan jam kerja dan jam istirahat kepada setiap pekerja maupun pekerja mitra kerja termasuk kontraktor/vendor/pemasok, sehingga tidak ada pemaksaan bekerja dan praktik-praktik perbudakan modern lainnya. Perusahaan memberikan kompensasi pembayaran upah bagi setiap kelebihan jam kerja yang dijalani karyawan. Kami memastikan setiap mitra kerja termasuk kontraktor/vendor/pemasok dalam rantai nilai Subholding Upstream, juga mematuhi ketentuan ketenagakerjaan di Indonesia yang di dalamnya mengatur tentang jam kerja, pemberian upah minimum, dan hak-hak normatif lainnya. [GRI 409-1] [SOC-4.A5]

In accordance with the Company's prevailing regulations, we provide equal remuneration for our workforce. The determination of basic salary and remuneration is based on performance results, with no differentiation based on gender or other discriminatory factors. The basic salary ratio between male and female employees is 1:1.

[GRI 405-2] [SOC-5.A2]

Development Programs for Local Talents and Persons with Disabilities

We have several programs dedicated to the recruitment and development of local talents and indigenous residents living near our working areas. Through these programs, we strive to increase the participation rate of local residents as Upstream Subholding employees while upholding the principle of equal opportunity. As a part of PERTAMINA, a State-Owned Enterprise (SOE), PHE complies with Law No. 8 of 2016 concerning Persons with Disabilities. As of the end of 2025, we employed 25 persons with disabilities. [SOC-15.A4]

Freedom of Association and Collective Labor Agreements

[GRI 2-30]

The Company respects and supports the freedom of association for its employees and the formation of labor unions within PT Pertamina Hulu Energi. As of the end of 2025, the number of union members reached 1,102 workers, representing 54.15% of all PHE personnel. During 2025, there were no significant events that diminished or restricted the freedom of association for workers. Labor unions represent workers in negotiations with the Company to formulate the Collective Labor Agreement (CLA), which details employee rights and obligations and is reviewed every two years. Currently, the effective CLA is the 2023–2024 period agreement and its subsequent extensions. The CLA also serves as a reference for fulfilling the rights and obligations of business partners' workers, including contractors/vendors/suppliers.

[GRI 407-1] [SOC-4.A1] [SOC-14.A4]

Child Labor and Forced Labor [OJK F.19]

We ensure that all operational activities and the value chain of the Upstream Subholding do not involve child labor or forced labor in any form. This commitment is implemented, among others, through a minimum age requirement of 18 years for workers, in accordance with prevailing labor regulations [GRI 408-1]

In compliance with the Collective Labor Agreement (CLA), we apply provisions on working hours and rest periods for our employees and business partners' workers, including contractors/vendors/suppliers to prevent forced labor and other modern slavery practices. The Company provides wage compensation for any overtime hours worked by employees. We ensure that every business partner, including contractors/vendors/suppliers within the Upstream Subholding's value chain, adheres to Indonesian labor regulations, which govern working hours, minimum wage payments, and other normative rights.

[GRI 409-1] [SOC-4.A5]



Survei Keterikatan Karyawan

Berdasarkan survei yang dilakukan pada 2025, diperoleh hasil skor Indeks Keterikatan Pekerja mencapai 85,80, lebih tinggi dari skor tahun 2024 yang mencapai 81,43. Berdasarkan Employee Engagement Survey (EES) 2025, area pengembangan yang perlu mendapatkan perhatian adalah kesempatan karier, harmonisasi sistem remunerasi, keseimbangan antara pekerjaan dan kehidupan pribadi. [SOC-6.C1, C2, A3]

Perusahaan juga mengadakan pertemuan dan membangun dialog dengan karyawan, untuk memperkuat relasi bisnis. Kegiatan yang dilaksanakan di 2025, antara lain *gathering*, *Town Hall Meeting (THM)*, dan *Management Walkthrough (MWT)*, termasuk melaksanakan kunjungan ke lapangan. [SOC-6.A2]

Employee Engagement Survey

Based on the survey conducted in 2025, the Employee Engagement Index score reached 85.80, an increase from the 2024 score of 81.43. According to the 2025 Employee Engagement Survey (EES), the development areas requiring further attention include career opportunities, the harmonization of remuneration systems, and work-life balance. [SOC-6.C1, C2, A3]

The Company also holds meetings and fosters dialogue with employees to strengthen business relations. Activities carried out in 2025 were, among others, *gatherings*, *Town Hall Meeting (THM)*, and *Management Walkthrough (MWT)*, including site visits. [SOC-6.A2]



Membangun Kesejahteraan Bersama Masyarakat

Building Shared Prosperity with the Community

PHE Subholding Upstream berkeinginan terus bertumbuh dan memberikan manfaat kepada masyarakat, terutama yang berada di sekitar wilayah kerja (WK). Melalui pemenuhan CID maupun manfaat langsung dan tidak langsung lainnya, kami membangun kesejahteraan bersama mereka.

Operasi dengan Pelibatan Masyarakat, Asesmen Dampak, dan Program Pengembangan [OJK F.23] [SOC-9.C1]

Melalui pengelolaan dampak yang dijalankan secara bertanggung jawab, selama 2025 kami tidak menghadapi kondisi non-teknis yang menyebabkan tertundanya kegiatan operasi maupun produksi migas. [SOC-1.C3, C2] [SASB EM-EP-210.b1, 210.b2]

Pada 2025, PHE mendapatkan tiga WK eksplorasi migas baru, yaitu WK Lavender yang berlokasi di daratan dan lepas pantai di Provinsi Sulawesi Selatan dan Sulawesi Tenggara, WK Binaiya di lepas pantai Pulau Seram, Provinsi Maluku serta WK Bobara di lepas pantai Provinsi Papua Barat. PHE bertindak sebagai operator WK di WK Lavender dan WK Binaiya, serta sebagai salah satu *partner* dengan Petronas di WK Bobara. Berdasarkan studi awal yang dilakukan terhadap WK Lavender dan WK Binaiya, kegiatan operasi PHE di WK tersebut berpotensi menimbulkan dampak negatif sehingga harus dikelola dengan baik agar tidak merugikan masyarakat sekitar. [GRI 413-2]

PHE Upstream Subholding is committed to continuous growth and delivering meaningful benefits to society, particularly those residing near our working areas (WK). Through the fulfillment of CID programs, along with other direct and indirect benefits, we strive to build shared prosperity with them.

Operations with Local Community Engagement, Impact Assessments, and Development Programs [OJK F.23] [SOC-9.C1]

Through responsible impact management, we did not encounter any non-technical conditions in 2025 that caused delays in oil and gas operations or production. [SOC-1.C3, C2] [SASB EM-EP-210.b1, 210.b2]

In 2025, PHE secured three new oil and gas exploration working areas (WK): WK Lavender, located onshore and offshore in the provinces of South Sulawesi and Southeast Sulawesi; WK Binaiya, located offshore of Seram Island, Maluku Province; and WK Bobara, located offshore of West Papua Province. PHE acts as the operator for WK Lavender and WK Binaiya as a partner alongside Petronas for WK Bobara. Based on preliminary studies conducted for the WK Lavender and WK Binaiya, PHE's operational activities in these areas have the potential to cause negative impacts, which must be managed effectively to ensure no detrimental effects on the surrounding communities. [GRI 413-2]





Potensi Dampak WK Baru terhadap Masyarakat dan Pengelolaannya

Potential Impacts of New Working Areas (WK) on Communities and Its Management

Wilayah Kerja Migas Oil and Gas Working Area

WK Binaiya di Maluku serta WK Lavender di Sulawesi Selatan dan Sulawesi Tenggara.
WK Binaiya in Maluku, as well as WK Lavender in South Sulawesi and Southeast Sulawesi.

Potensi Dampak Negatif terhadap Masyarakat [GRI 413-2]

Potential Negative Impacts on Communities

Lingkungan Environment

- Pencemaran air, tanah, udara.
Water, soil, and air pollution.
- Risiko tumpahan minyak (*oil spill*).
Risk of oil spills.
- Kerusakan ekosistem.
Ecosystem degradation.

Sosial Social

- Konflik lahan dengan masyarakat.
Land conflicts with local communities.
- Kesenjangan ekonomi (tidak semua masyarakat merasakan manfaat).
Economic disparities (not all communities benefit equally).
- Perubahan budaya lokal.
Changes to local cultural practices.

Kesehatan Healthy

- Polusi udara: gangguan pernapasan.
Air pollution: respiratory issues.
- Limbah berbahaya jika tidak dikelola dengan baik.
Risks from hazardous waste if not properly managed.

Pengelolaan Dampak Impact Management

1. Pengelolaan Lingkungan

- Analisis Mengenai Dampak Lingkungan (AMDAL).
- Pengolahan limbah (air, lumpur bor, gas) hingga memenuhi baku mutu sesuai undang-undang ataupun peraturan pemerintah.
- *Site restoration*: reklamasi & reboisasi pascaoperasi.

2. Tanggung Jawab Sosial (CSR)

- Program CSR untuk pemberdayaan masyarakat (*community development*) melalui UMKM, program pertanian maupun program lainnya yang melibatkan masyarakat.
- Bantuan pendidikan & kesehatan.
- Sosialisasi setiap kegiatan yang akan dilakukan.
- Transparansi informasi.

3. Keterlibatan Masyarakat

- Sosialisasi sebelum operasi.
- Transparansi informasi.
- Pelibatan masyarakat dalam pengambilan keputusan.

4. Pengelolaan Kesehatan & Keselamatan (HSE)

- Standar Health, Safety, Environment (HSE).
- Mitigasi risiko kecelakaan.
- Monitoring kualitas lingkungan.

5. Regulasi & Pengawasan

- Di Indonesia, pengelolaan WK migas diawasi oleh SKK Migas dan Kementerian Energi dan Sumber Daya Mineral.
- Regulasi penting:
 - Undang-Undang No. 22 Tahun 2001 tentang Minyak dan Gas Bumi.
 - Undang-Undang No. 6 Tahun 2023 tentang Penetapan Peraturan Pemerintah Pengganti Undang-Undang No. 2 Tahun 2022 tentang Cipta Kerja.
 - Peraturan Pemerintah No. 35 Tahun 2004 tentang Kegiatan Usaha Hulu Minyak dan Gas Bumi.
 - Peraturan Pemerintah No. 34 Tahun 2005 dan Peraturan Pemerintah No. 55 Tahun 2009.
- Senantiasa berkoordinasi dengan SKK Migas dan Kementerian Energi dan Sumber Daya Mineral sebagai pengawas kegiatan operasi dan lingkungan hulu migas.
- Pemenuhan delapan arahan Direktur Utama PERTAMINA:
 - Penerapan HSSE Golden Rules.
 - Peningkatan kompetensi dan budaya keselamatan.
 - Pengawasan dan *assurance* terhadap aktivitas kritikal.
 - Kesiapan peralatan kritikal (ISECE).
 - Inspeksi dan pemeliharaan terencana.
 - Penguatan implementasi CSMS.
 - Pelaporan insiden dan budaya pembelajaran.
 - Kesiapsiagaan darurat dan manajemen krisis.

1. Environmental Management

- Environmental Impact Assessment (AMDAL).
- Waste treatment (water, drilling mud, gas) to ensure compliance with quality standards in accordance with applicable laws and government regulations.
- *Site restoration*: post-operation reclamation and reforestation.

2. Social Responsibility (CSR)

- CSR programs aimed at community empowerment (*community development*), including support for MSMEs, agricultural initiatives, and other community-based programs.
- Educational and healthcare assistance.
- Socialization of planned activities prior to implementation.
- Information transparency.

3. Community Engagement

- Socialization prior to operations.
- Information transparency.
- Community involvement in decision-making processes.

4. Health, Safety, & Environmental (HSE) Management

- Implementation of Health, Safety, and Environment (HSE) standards.
- Accident risk mitigation.
- Environmental quality monitoring.

5. Regulation & Oversight

- In Indonesia, upstream oil and gas working areas are supervised by SKK Migas and the Ministry of Energy and Mineral Resources.
- Key regulations include:
 - Law No. 22 of 2001 on Oil and Gas.
 - Law No. 6 of 2023 on the Stipulation of Government Regulation in Lieu of Law No. 2 of 2022 on Job Creation.
 - Government Regulation No. 35 of 2004 on Upstream Oil and Gas Business Activities.
 - Government Regulation No. 34 of 2005 and Government Regulation No. 55 of 2009.
- Continuous coordination with SKK Migas and the Ministry of Energy and Mineral Resources as supervisory authorities for upstream oil and gas operations and environmental management.
- Compliance with the eight directives of the President Director of PERTAMINA:
 - Implementation of HSSE Golden Rules.
 - Enhancement of competency and safety culture.
 - Supervision and assurance of critical activities.
 - Readiness of critical equipment (ISECE).
 - Planned inspection and maintenance.
 - Strengthening CSMS implementation.
 - Incident reporting and learning culture.
 - Emergency preparedness and crisis management.

Biaya Tanggung Jawab Sosial dan Lingkungan [OJK F.25] [SOC-13.C1]

Untuk WK *existing*, pengelolaan dampak yang dilakukan adalah dengan pemenuhan TJSL, di antaranya melalui berbagai program/kegiatan *Community Involvement Development* (CID). Upaya tersebut sejalan dengan regulasi yang diberlakukan pemerintah dan regulator, di antaranya Surat Keputusan Direktur Jenderal Minyak dan Gas Bumi No. 00152.K/10/DJM.S/2018 tentang Pembinaan dan Pengawasan terhadap Program Pengembangan Lingkungan dan Masyarakat Sekitar Pada Kegiatan Usaha Hulu Minyak dan Gas Bumi. Ketentuan lain Pedoman Tata Kerja (PTK) SKK Migas No. 017 tentang Pelibatan dan Pengembangan Masyarakat.

Sebagai dukungan pada program/kegiatan CID, Perusahaan mendistribusikan sebagian dari Nilai Ekonomi Langsung yang Diperoleh untuk investasi sosial kepada masyarakat. Realisasi biaya CID 2025 mencapai USD33,38 juta. Jumlah tersebut meningkat USD10,22 juta atau 44,13% dari realisasi 2024 yang mencapai USD23,16 juta. Investasi sosial tersebut tidak ada yang diperoleh dari penyisihan pembayaran maupun kewajiban lain. Investasi sosial, meliputi pembiayaan program CID, pembangunan infrastruktur, donasi, maupun program pendukung lainnya. Adapun lokasi yang menjadi sasaran program meliputi seluruh regional di wilayah operasi Subholding Upstream. [SOC-13.C2, A2, A4]

Realisasi Biaya Investasi Sosial/Biaya CID Realization of Social Investment/CID Expenditure

Dalam USD Juta
In USD Million

Bentuk Investasi Sosial Types of Social Investment	Satuan Unit	2025	2024	2023
Donasi Donations		1,79	3,04	2,09
Kontribusi untuk badan amal, organisasi nonpemerintah, dan lembaga-lembaga penelitian (tidak berhubungan dengan penelitian dan pengembangan komersial organisasi) Contributions to charities, non-governmental organizations, and research institutions (excluding those related to the organization's commercial research and development activities)		0,05	0,09	0,01
Biaya langsung program sosial, termasuk acara seni dan pendidikan Direct costs of social programs, including arts and educational events	USD Juta USD Miliion	10,42	11,13	11,71
Dana untuk mendukung infrastruktur masyarakat, seperti fasilitas rekreasi Funding to support community infrastructure, such as recreational facilities		21,12	8,90	1,13
Biaya barang dan tenaga kerja, selain dari biaya modal, serta biaya operasional untuk mendukung fasilitas atau program yang sedang berjalan Costs of goods and labor, excluding capital expenditure, as well as operating costs to support ongoing facilities or programs		-	0,0019	-
Jumlah Total		33,38	23,16	14,94

Evaluasi program CID dilaksanakan secara daring maupun luring per triwulanan, baik di WK hingga regional. Berdasarkan program kerja pada tahun 2025 diperoleh hasil bahwa program CID telah dilaksanakan sesuai dengan target yang ditetapkan. [SOC-13.A1]

Social and Environmental Responsibility Costs [OJK F.25] [SOC-13.C1]

For *existing* WK, impact management is carried out through the fulfillment of social and environmental responsibility (CSR), including through various *Community Involvement Development* (CID) programs and activities. These efforts are aligned with regulations issued by the government and regulators, including Decree of the Director General of Oil and Gas No. 00152.K/10/DJM.S/2018 concerning the Guidance and Supervision of Environmental and Community Development Programs in Upstream Oil and Gas Business Activities. Other relevant provision is SKK Migas Working Procedure Guidelines (PTK) No. 017 concerning *Community Involvement and Development*.

To support CID programs and activities, the Company allocates a portion of the Direct Economic Value Generated for social investment in communities. The realization of CID expenditure in 2025 reached USD33.38 million. This amount increased by USD10.22 million, or 44.13%, compared to the 2024 realization of USD23.16 million. None of these social investments were sourced from payment provisions or other obligations. Social investment includes funding for CID programs, infrastructure development, donations, and other supporting programs. The target locations of these programs cover all regions within the operational areas of the Upstream Subholding. [SOC-13.C2, A2, A4]

The evaluation of CID is conducted both online and offline on a quarterly basis, at both the working area (WK) and regional levels. Based on the 2025 work program, the results showed that CID programs were implemented in accordance with the established targets. [SOC-13.A1]



Pengaduan Masyarakat [OJK F.24] [SOC-12.C1, C2]

Perseroan menyediakan mekanisme pengaduan bagi masyarakat terkait dampak kegiatan operasional dan pelaksanaan program pemberdayaan masyarakat melalui situs web pcc@pertamina.com dan *call center* 135, yang dikelola dengan memperhatikan kerahasiaan identitas dan informasi yang disampaikan oleh pelapor. Setiap pengaduan diteruskan kepada pihak terkait untuk ditindaklanjuti sesuai dengan materi pengaduan. Pada 2025, Perseroan menerima pengaduan masyarakat terkait dampak lingkungan atas pengelolaan dan perlindungan mutu air. Penjelasan lebih lanjut mengenai tindak lanjut pengaduan tersebut tersedia pada bagian Jumlah dan Materi Pengaduan Pengelolaan Lingkungan di halaman 199. [SOC-9.A1] [SOC-11.C1] [SOC-12.A1, A2, A3]

Program Desa Energi Berdikari (DEB) [SOC-9.A3, C3]

Perusahaan menyelenggarakan program DEB, yang membuka akses EBT kepada masyarakat dan mampu mendorong peningkatan ekonomi masyarakat melalui pemanfaatan energi yang lebih efisien dan ramah lingkungan. DEB berfokus pada peningkatan akses masyarakat terhadap energi ramah lingkungan, terjangkau, dan berkelanjutan. Melalui program ini, Perseroan tidak hanya mendorong pemanfaatan energi bersih, tetapi juga berupaya menciptakan dampak ekonomi yang nyata bagi masyarakat sehingga dapat meningkatkan kemandirian dan kesejahteraan secara berkelanjutan.

Hingga 2025, pengembangan energi baru terbarukan (EBT) dalam program DEB telah menunjukkan peningkatan yang signifikan. Pemanfaatan Pembangkit Listrik Tenaga Surya (PLTS) telah terealisasi di 49 lokasi dengan total kapasitas mencapai 300,62 kWp. Selain itu, pemanfaatan biogas telah dikembangkan di 4 lokasi dengan total kapasitas 285 m³, serta pemanfaatan gas metana dengan total kapasitas 820.800 m³. Dari seluruh inisiatif tersebut, program DEB tahun 2025 berpotensi mereduksi emisi lebih dari 296.813 ton CO₂eq per tahun. Selain memberikan manfaat lingkungan, program ini juga menghasilkan dampak ekonomi berupa penghematan lebih dari Rp1,14 miliar per tahun bagi masyarakat.

Sebagai pembandingan, hingga 2024, program DEB telah mencakup pengembangan PLTS di 40 lokasi dengan total kapasitas 236,20 kWp, pemanfaatan biogas di 3 lokasi dengan total kapasitas 245 m³, serta pemanfaatan gas metana dengan total kapasitas yang sama, yaitu 820.800 m³. Pada periode tersebut, program DEB mencatat potensi reduksi emisi lebih dari 296.716 ton CO₂eq per tahun, dengan manfaat ekonomi berupa penghematan lebih dari Rp1,01 miliar per tahun.

Community Grievances [OJK F.24] [SOC-12.C1, C2]

The Company provides grievance mechanisms for communities to raise concerns related to the impacts of operational activities and the implementation of community empowerment programs through the website pcc@pertamina.com and the 135 call center, while ensuring the confidentiality of reporters' identities and the information submitted. Each grievance is forwarded to the relevant parties for follow-up in accordance with the subject matter of the complaint. In 2025, the Company received community grievances related to environmental impacts associated with water quality management and protection. Further information regarding the follow-up of these grievances is available in the Number and Substance of Environmental Management Complaints section on page 199. [SOC-9.A1] [SOC-11.C1] [SOC-12.A1, A2, A3]

Desa Energi Berdikari (DEB) Program [SOC-9.A3, C3]

The Company implements the DEB program, which provides communities with access to renewable energy and encourages economic improvement through the use of more efficient and environmentally friendly energy sources. DEB focuses on increasing community access to clean, affordable, and sustainable energy. Through this program, the Company not only promotes the use of clean energy but also seeks to create tangible economic impacts for communities, thereby improving their self-reliance and long-term wellbeing.

By 2025, new and renewable energy (NRE) development under the DEB program had shown significant progress. The utilization of Solar Power Plants (PLTS) had been realized in 49 locations, with a total installed capacity of 300.62 kWp. In addition, biogas utilization had been developed in 4 locations with a total capacity of 285 m³, while methane gas utilization reached a total capacity of 820,800 m³. From all of these initiatives, the 2025 DEB program has the potential to reduce emissions by more than 296,813 tons of CO₂eq per year. In addition to environmental benefits, the program also generates economic impacts in the form of savings of more than Rp1.14 billion per year for communities.

As a comparison, by 2024, the DEB program had included the development of Solar Power Plants (PLTS) in 40 locations with a total capacity of 236.20 kWp, biogas utilization in 3 locations with a total capacity of 245 m³, and methane gas utilization with the same total capacity of 820,800 m³. During that period, the DEB program recorded a potential emission reduction of more than 296,716 tons of CO₂eq per year, along with economic benefits in the form of savings of more than Rp1.01 billion per year.





1. DEB PHSS Community - Water Supply Saliki

Water Supply Saliki merupakan program binaan Pertamina Hulu Sanga Sanga yang berlokasi di Kabupaten Kutai Kartanegara. Program ini berfokus pada pengelolaan penyediaan air bersih bagi masyarakat dengan dukungan energi baru terbarukan berbasis panel surya. Pemanfaatan PLTS berkapasitas 8,72 kWp digunakan untuk menunjang operasional sistem penyediaan air bersih sehingga mampu meningkatkan efisiensi operasional sekaligus mengurangi ketergantungan terhadap energi konvensional. Sistem ini juga dilengkapi dengan baterai lithium berkapasitas 10 kWh serta teknologi *Internet of Things* (IoT) melalui aplikasi Fusion Solar untuk pemantauan energi secara *real-time*. Implementasi EBT pada program ini berpotensi menurunkan biaya listrik hingga sekitar Rp16 juta per tahun dan berpotensi mengurangi emisi karbon hingga 11,34 ton CO₂eq per tahun.

Water Supply Saliki is a community development program initiated by PT Pertamina Hulu Sanga Sanga and located in Kutai Kartanegara Regency. The program focuses on managing clean water supply services for the community through the support of renewable energy based on solar panels. A solar power plant (PLTS) with a capacity of 8.72 kWp is utilized to support the operation of the clean water supply system, thereby improving operational efficiency while reducing dependence on conventional energy sources. The system is also equipped with a 10 kWh lithium battery and Internet of Things (IoT) technology through the Fusion Solar application for real-time energy monitoring. The implementation of renewable energy in this program has the potential to reduce electricity costs by approximately Rp16 million per year and lower carbon emissions by up to 11.34 tons of CO₂eq annually.



2. DEB Pendopo Community - Gemilang

Gemilang merupakan program binaan PEP Pendopo dan berlokasi di Kabupaten Musi Rawas, Sumatra Selatan. Program ini memanfaatkan potensi turunan buah pinang untuk diolah menjadi berbagai produk seperti bandrek jahe pinang, tepung mocaff, koping pinang, dan lain-lain, sehingga turut mendorong penguatan ekonomi masyarakat berbasis UMKM. Energi baru terbarukan berbasis panel surya berkapasitas 6,6 kWp digunakan untuk menunjang operasional peralatan pengolahan seperti mixer, oven, pengering, hingga kompor listrik, yang semuanya berkontribusi dalam meningkatkan efisiensi dan kapasitas produksi. Sistem ini dilengkapi dengan baterai lithium 5 kWh, serta sistem pemantauan berbasis IOT melalui aplikasi Deye Cloud untuk pengelolaan energi secara *real-time*. Pemanfaatan EBT di DEB Pendopo Community - Gemilang berpotensi menurunkan biaya listrik sebesar Rp12 juta per tahun dan berpotensi mengurangi emisi karbon hingga 8,58 ton CO₂eq per tahun.

Gemilang is a community development program fostered by Pertamina EP Pendopo and located in Musi Rawas Regency, South Sumatra. The program utilizes areca nut derivatives to produce various products, such as ginger areca bandrek, mocaf flour, areca coffee, and other products, thereby supporting community-based MSME economic empowerment. Renewable energy based on solar panels with a capacity of 6.6 kWp is used to support the operation of processing equipment, including mixers, ovens, dryers, and electric stoves, all of which contribute to improving production efficiency and capacity. The system is equipped with a 5 kWh lithium battery and an IoT-based monitoring system through the Deye Cloud application for real-time energy management. The utilization of renewable energy in DEB Pendopo Community - Gemilang has the potential to reduce electricity costs by Rp12 million per year and reduce carbon emissions by up to 8.58 tons of CO₂eq annually.

Program CID Unggulan [F.25] [GRI 413-1] [SOC-9.C3]

Pada 2025, PHE Subholding Upstream terus memperkuat program unggulan pengelolaan lingkungan dan pemberdayaan masyarakat secara terintegrasi sebagai wujud komitmen terhadap keberlanjutan. Melalui inisiatif berbasis ekonomi sirkular, konservasi sumber daya, dan penguatan kapasitas masyarakat, Perusahaan menghadirkan solusi adaptif yang mendorong peningkatan kesejahteraan dan kemandirian masyarakat di sekitar wilayah operasi. Program difokuskan pada pengelolaan limbah, efisiensi energi, rehabilitasi ekosistem, serta pengembangan ekonomi lokal, dengan dukungan kolaborasi multipihak dan partisipasi aktif masyarakat untuk memastikan dampak yang berkelanjutan, terukur, dan dapat direplikasi.

Flagship CID Programs [F.25] [GRI 413-1] [SOC-9.C3]

In 2025, PHE Upstream Subholding continued to strengthen its flagship environmental management and community empowerment programs in an integrated manner as part of its commitment to sustainability. Through initiatives based on the circular economy, resource conservation, and community capacity building, the Company provides adaptive solutions that support improved wellbeing and self-reliance for communities surrounding its operational areas. The programs focus on waste management, energy efficiency, ecosystem rehabilitation, and local economic development, supported by multi-stakeholder collaboration and active community participation to ensure sustainable, measurable, and replicable impacts.

Berikut merupakan beberapa program unggulan yang memberikan kontribusi signifikan, yang dinilai telah memberikan manfaat keberlanjutan bagi lingkungan dan masyarakat:

- a. Lingkungan
Program-program unggulan yang dijalankan PHE Subholding Upstream berhasil mereduksi emisi karbondioksida lebih dari 29.108 ribu ton CO₂eq/tahun, mengolah sampah organik dan sampah anorganik 3.734 ton/tahun, serta penurunan penggunaan pupuk kimia sebesar 400 kg/tahun.
- b. Ekonomi
Secara ekonomi, program-program unggulan berhasil meningkatkan pendapatan kelompok mencapai Rp7,01 miliar/tahun, dan total penghematan biaya kelompok Rp120 juta/tahun.
- c. Kesejahteraan
Kesejahteraan individu dalam masyarakat bisa dilihat dari jumlah penerima manfaat langsung, dari 13 program unggulan, yakni 352 orang di 2025. Perusahaan juga turut mendorong kesetaraan gender dan meningkatkan kesadaran perilaku peduli lingkungan.
- d. Masyarakat
Dalam kehidupan sosial masyarakat, program-program unggulan berhasil membentuk 14 kelembagaan kelompok baru, serta terjalinnya 82 kolaborasi eksternal dengan berbagai pemangku kepentingan.

Kesejahteraan individu dalam masyarakat dapat dilihat dari jumlah penerima manfaat langsung dari 13 program unggulan, yaitu sebanyak 352 orang pada tahun 2025. Penerima manfaat tersebut mencakup kelompok rentan sebagai bagian dari upaya Perusahaan dalam mendorong pemerataan manfaat program. Selain itu, Perusahaan juga turut mendukung penguatan kesetaraan gender serta peningkatan kesadaran masyarakat terhadap perilaku peduli lingkungan.

PHE melakukan evaluasi terhadap 13 program unggulan melalui pengukuran *Social Return On Investment* (SROI). Seluruh program menunjukkan nilai SROI di atas 1, yang menegaskan bahwa inisiatif-inisiatif tersebut memberikan dampak sosial yang terukur dan signifikan, serta mencerminkan efisiensi dalam pemanfaatan sumber daya untuk menghasilkan dampak berkelanjutan. [SOC-9.A2]

Kami juga mengukur indeks kepuasan masyarakat (IKM) dalam program pemberdayaan tersebut, dengan hasil nilai konversi rata-rata IKM sebesar 88,43% (dari skala 100%) atau masuk dalam kategori "Sangat Baik". Dengan demikian, dapat disimpulkan bahwa masyarakat merasa puas dengan program-program unggulan yang dilaksanakan Perusahaan. [SOC-9.A2]

The following are several flagship programs that have made significant contributions and are considered to have delivered sustainability benefits for both the environment and communities:

- a. Nature
The flagship programs implemented by PHE Upstream Subholding succeeded in reducing carbon dioxide emissions by more than 29,108 thousand tons of CO₂eq per year, processing 3,734 tons of organic and inorganic waste, and reducing the use of chemical fertilizers by 400 kg per year.
- b. Economy
Economically, the flagship programs succeeded in increasing group income by up to Rp7.01 billion per year and generating total group cost savings of Rp120 million per year.
- c. Wellbeing
Individual wellbeing within the community can be seen from the number of direct beneficiaries from the 13 flagship programs, which reached 352 people in 2025. The Company also promoted gender equality and increased awareness of environmentally responsible behavior.
- d. Society
In terms of social life within the community, the flagship programs succeeded in establishing 14 new community institutions and fostering 82 external collaborations with various stakeholders.

Individual well-being within the community can be reflected in the number of direct beneficiaries from the 13 flagship programs, which reached 352 people in 2025. These beneficiaries included vulnerable groups as part of the Company's efforts to promote equitable access to program benefits. In addition, the Company also supported the strengthening of gender equality and enhanced public awareness of environmentally responsible behavior.

PHE evaluated the 13 flagship programs through Social Return on Investment (SROI) measurement. All programs recorded an SROI value above 1, confirming that these initiatives delivered significant and measurable social impacts, while also reflecting efficiency in the use of resources to generate sustainable outcomes. [SOC-9.A2]

We also measured the Community Satisfaction Index (CSI) for these empowerment programs, which resulted in an average CSI conversion score of 88.43% (on a scale of 100%), placing it in the "Very Good" category. Therefore, it can be concluded that communities are satisfied with the flagship programs implemented by the Company. [SOC-9.A2]

Hasil Pengukuran Indeks Kepuasan Masyarakat (IKM) Results of Community Satisfaction Index (CSI) Measurement

Skor (Skala 1-100%)
Score (Scale 1-100%)

2025
88,43%
Sangat Baik
Very Good

2024
89,58%
Sangat Baik
Very Good

2023
86,29%
Sangat Baik
Very Good



Laporan ini menyertakan informasi dan deskripsi singkat beberapa program CID unggulan.

This report includes information and brief descriptions of several flagship CID programs.



1. Harmoni Inklusif

Program Harmoni Inklusif mengkonsolidasikan inklusi sosial, penghidupan adaptif, dan tata kelola kebencanaan berbasis komunitas dalam satu desain intervensi terpadu, dengan menempatkan difabel sebagai aktor strategis. Kebaruan Harmoni Inklusif pada tahun 2025 terletak pada integrasi seluruh capaian tersebut ke dalam satu kerangka sistemik pembangunan ketangguhan dan resiliensi komunitas. Dengan demikian, Harmoni Inklusif tidak hanya merespons risiko, tetapi membangun kapasitas komunitas Aceh Tamiang untuk hidup berdampingan dan beradaptasi secara berkelanjutan terhadap risiko sosial dan bencana yang bersifat permanen.

1. Harmoni Inklusif

The Harmoni Inklusif program consolidates social inclusion, adaptive livelihoods, and community-based disaster governance into one integrated intervention design, positioning persons with disabilities as strategic actors. The novelty of Harmoni Inklusif in 2025 was in the integration of all these achievements into a single systemic framework for building community resilience and preparedness. As a result, Harmoni Inklusif not only responds to risks but also builds the capacity of communities in Aceh Tamiang to coexist with and adapt sustainably to ongoing social and disaster-related risks.

- **50 kg** limbah makanan dikelola per tahun
50 kg of food waste managed per year
- **1,2 ton** sampah organik diolah menjadi kompos dan pakan ikan
1.2 tons of organic waste processed into compost and fish feed
- Restorasi **1 ha** lahan tidur menjadi demonstration plot hortikultura
Restoration of 1 ha of idle land into a horticultural demonstration plot
- Penanaman **7.500 pohon** di bantaran sungai dan wilayah rawan banjir
Planting of 7,500 trees along riverbanks and flood-prone areas
- Pemanfaatan PLTS berkapasitas **5,98 kWp**, berkontribusi pada penurunan emisi sebesar **0,0032 kg CO₂eq** per tahun
Utilization of Solar Power Plants (PLTS) with a capacity of 5.98 kWp, contributing to an emission reduction of 0.0032 kg CO₂eq per year

- Pendapatan tahunan sebesar **Rp935,22 juta**
Annual income of Rp935.22 million
- Peningkatan pendapatan masyarakat sebesar **104%** dan mengentaskan **43 kepala keluarga (KK)** dari kemiskinan di **3 desa**
A 104% increase in community income and the poverty alleviation of 43 households across 3 villages
- Pelibatan **30 disabilitas** dalam pengelolaan usaha
Involvement of 30 persons with disabilities in business management
- Pemberdayaan **25 pemuda** yang memproduksi **10 ton** per tahun
Empowerment of 25 youths producing 10 tons per year
- Terciptanya lumbung pangan berkapasitas **500 kg** per musim untuk **30 KK**
Establishment of a food barn with a capacity of 500 kg per season for 30 households

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- Penurunan stunting di **3 desa** dari **35,9% menjadi 22,7%**
Reduction in stunting rates across 3 villages from 35.9% to 22.7%
- Dukungan gizi kepada **30 balita** melalui program PMT berbasis pangan
Nutritional support for 30 children under five through a food-based supplementary feeding program
- Penetapan prioritas evakuasi dan layanan darurat untuk **20 lansia**
Establishment of evacuation priorities and emergency services for 20 elderly people
- Pelaksanaan program *trauma healing* berbasis inklusi bagi **20 penyintas** setiap tahun
Implementation of an inclusion-based trauma healing program for 20 survivors each year
- Keikutsertaan **120 siswa** SLBN dalam program DIGDAYA Goes to School (**25 siswa** melanjutkan ke pelatihan vokasi)
Participation of 120 special needs school students in the DIGDAYA Goes to School program, with 25 students continuing to vocational training

- Pembentukan **SATGAS DIGDAYA** sebagai binaan BPBD
Establishment of the DIGDAYA Task Force under the guidance of BPBD
- **15 disabilitas** berperan sebagai relawan dan mentor, serta terlibat dalam **3 simulasi kebencanaan** di 2025
15 persons with disabilities serving as volunteers and mentors, and participating in 3 disaster simulations in 2025
- Lumbung Pangan Inklusif berjalan sejak 2025 dengan pelaksanaan **forum multipihak desa** secara berkala
The Lumbung Pangan Inklusif (Inclusive Food Barn) program has been operating since 2025, supported by regular multi-stakeholder village forums



2. Beyond Honey

Beyond Honey merupakan inovasi sosial terpadu yang diinisiasi oleh PT Pertamina Hulu Energi Jambi Merang sebagai bagian dari komitmen CID Perusahaan. Program ini berlokasi di Desa Suka Maju, Kecamatan Geragai, Kabupaten Tanjung Jabung Timur, wilayah dengan karakteristik ekosistem gambut dan agroforestri yang rentan terhadap degradasi lingkungan serta kebakaran hutan dan lahan (karhutla). Beyond Honey hadir sebagai respons atas fenomena penurunan populasi lebah (*pollinator decline*) yang berdampak langsung pada ketahanan pangan, keseimbangan ekosistem, dan keberlanjutan mata pencaharian masyarakat. Program ini menjadikan lebah sebagai spesies kunci yang berperan penting dalam penyerbukan, restorasi ekosistem, mitigasi bencana, serta pembangunan ekonomi lokal. Pendekatan ini sejalan dengan konsep One Health dan mendukung pencapaian Tujuan Pembangunan Berkelanjutan (TPB).

2. Beyond Honey

Beyond Honey is an integrated social innovation initiative introduced by PT Pertamina Hulu Energi Jambi Merang as part of the Company's CID commitment. The program is located in Suka Maju Village, an area characterized by peatland and agroforestry ecosystems that are vulnerable to environmental degradation and forest and land fires. Beyond Honey was developed in response to the phenomenon of pollinator decline, which directly affects food security, ecosystem balance, and the sustainability of community livelihoods. The program positions bees as a key species that play an important role in pollination, ecosystem restoration, disaster mitigation, and local economic development. This approach is aligned with the One Health concept and supports the achievement of the Sustainable Development Goals (SDGs).

- Penanaman **2.000 tanaman dari 14 jenis** sebagai sumber pakan lebah
Planting of 2,000 plants from 14 species as food sources for bees
- Pengelolaan lahan rawan kebakaran hutan dan lahan (karhutla) seluas **4 ha** menjadi area budidaya lebah madu
Management of 4 ha of forest and land fire-prone areas as honey bee cultivation areas
- Penurunan emisi GRK sebesar **9,3 ton CO₂eq**, setara dengan manfaat ekonomi lingkungan sebesar **Rp620,86 juta**
Reduction of GHG emissions by 9.3 tons of CO₂eq, equivalent to environmental economic benefits of Rp620.86 million

- Pemberdayaan masyarakat sebanyak **17 orang** termasuk, ibu rumah tangga dan pemuda dalam kelompok UMKM dan koperasi
Empowerment of 17 community members, including housewives and youth involved in MSME groups and cooperatives
- Peningkatan pendapatan tambahan sebesar **Rp600 ribu-Rp2 juta** per bulan dari budidaya lebah madu
Additional income increase ranging from Rp600 thousand to Rp2 million per month from honey bee cultivation
- Peningkatan pendapatan sebesar **Rp250 ribu-Rp500 ribu** per bulan untuk kelompok UMKM
Income increase of Rp250 thousand to Rp500 thousand per month for MSME groups
- **6 produk** turunan madu yang dipasarkan secara lokal
6 honey-derived products marketed locally
- Efisiensi biaya listrik sebesar **Rp7,44 juta** per tahun melalui pemanfaatan energi surya
Electricity cost savings of Rp7.44 million per year through the use of solar energy

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- Pemberian edukasi ekosistem lebah dan konservasi lingkungan kepada sekitar **300 masyarakat dan pelajar**
Provision of education on bee ecosystems and environmental conservation to around 300 community members and students
- Sebanyak **25 peserta** memiliki kapasitas dalam budidaya, pengolahan pascapanen, serta manajemen usaha
A total of 25 participants gained capabilities in cultivation, post-harvest processing, and business management
- Optimalisasi **20 anggota** Masyarakat Peduli Api melalui pendekatan budidaya lebah sebagai *bio-indicator* lingkungan
Optimization of 20 members of fire-aware community groups through a bee cultivation approach as an environmental bio-indicator

- Pembentukan **2 kelembagaan**, yaitu Koperasi Sukma Jaya dan kelompok UMKM produk turunan madu
Establishment of 2 institutions, namely the Sukma Jaya Cooperative and an MSME group for honey-derived products
- **Kolaborasi multipihak** yang melibatkan pemerintah, lembaga pendidikan, organisasi masyarakat, dan sektor swasta
Multi-stakeholder collaboration involving government, educational institutions, community organizations, and the private sector



3. PERMATA

Program PERMATA merupakan inisiatif strategis yang dirancang untuk memperkuat kemandirian ekonomi masyarakat desa melalui pemanfaatan limbah pertanian menjadi produk bernilai tambah. Desa Pengabuan merupakan salah satu desa yang berada dalam wilayah operasi Adera Field, di mana sebagian besar masyarakatnya menggantungkan hidup pada sektor pertanian, perkebunan, dan pekerjaan informal lainnya. Keterbatasan akses pendidikan, kurangnya keterampilan kerja, serta rendahnya tingkat literasi finansial menyebabkan sebagian besar penduduk belum terserap ke dalam sektor industri migas yang memiliki standar kompetensi tinggi

3. PERMATA

The PERMATA Program is a strategic initiative designed to strengthen the economic self-reliance of rural communities through the utilization of agricultural waste into value-added products. Pengabuan Village is one of the villages located within the operational area of Adera Field, where most residents depend on agriculture, plantations, and other informal occupations for their livelihoods. Limited access to education, a lack of job skills, and low levels of financial literacy have resulted in many residents not being absorbed into the oil and gas industry, which requires high standards of competency.

- Pemanfaatan jerami di Kabupaten Pali sebesar **105–140 ton** per tahun dari total timbulan sampah **38.730 ton** per tahun
Utilization of **105-140 tons** of straw per year in PALI Regency from a total waste generation of **38,730 tons** per year
- Pemanfaatan jerami menjadi bahan baku wadah ramah lingkungan mampu mencegah emisi sekitar **±18 ton CO₂eq** per tahun
The use of straw as raw material for environmentally friendly packaging is able to prevent approximately **±18 tons of CO₂eq** emissions per year
- Penanaman **560 pohon** yang berkontribusi menurunkan emisi sebesar **12,2 ton CO₂eq** per tahun
Planting of **560 trees** contributing to an emission reduction of **12.2 tons of CO₂eq** per year

- Pengolahan **12,5 ton** jerami per tahun menjadi **32 ribu** unit produk ramah lingkungan
Processing of **12.5 tons** of straw per year into **32 thousand** units of environmentally friendly products
- Pendapatan kelompok sebesar **Rp64–96 juta** per tahun
Group income of **Rp64–96 million** per year
- Pendapatan individu rata-rata sebesar **Rp3 juta** per bulan
Average individual income of **Rp3 million** per month
- Peningkatan penerima manfaat dari 38 menjadi **60 orang** (58%)
Increase in beneficiaries from **38 to 60 people** (58%)
- **Peluang kerja** baru bagi perempuan, pemuda, buruh tani, dan lansia
New employment opportunities for women, youth, farm workers, and the elderly

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- Penerima manfaat aktif sebanyak **60 orang** (±75% perempuan dan ±25% pemuda usia produktif)
A total of **60 active** beneficiaries, consisting of approximately 75% women and 25% productive-age youth
- **20 orang** berperan sebagai pelaku utama dalam proses produksi jerami
20 people serving as the main actors in the straw production process

- Pembentukan **3 kelompok** masyarakat (KWT Selaras Alam, Kelompok Tani Barokah, dan Kelompok Taruna Tani)
Establishment of **3 community groups**: KWT Selaras Alam, Kelompok Tani Barokah, and Kelompok Taruna Tani
- **Kolaborasi multipihak** dengan pemerintah desa, BPP Tanah Abang, sektor swasta, dan mitra pengembangan
Multi-stakeholder collaboration involving the village government, BPP Tanah Abang, the private sector, and development partners
- Partisipasi perempuan dalam program mencapai **73%**
Women's participation in the program reached **73%**



4. Rumah Kreatif Boek Khaman

Program Rumah Kreatif Boek Khaman merupakan inovasi sosial berbasis potensi lokal yang dikembangkan oleh PT Pertamina EP Limau Field di Desa Lubuk Raman, Kabupaten Muara Enim, sebagai respons atas permasalahan lingkungan dan sosial yang saling berkaitan. Sebelum program berjalan, desa menghadapi tantangan berupa limbah bambu yang dibakar terbuka, limbah air batik yang dibuang tanpa pengolahan, keterbatasan akses ekonomi kelompok rentan, serta aktivitas masyarakat yang masih berjalan secara terpisah tanpa sistem kolaborasi yang berkelanjutan. Melalui pendekatan inovasi sosial, program ini mengintegrasikan pengelolaan limbah bambu dan limbah air batik ke dalam satu sistem ekonomi sirkular berbasis komunitas. Limbah bambu diolah melalui teknologi pirolisis menjadi *biochar* dan asap cair, sementara limbah air batik diolah menggunakan sistem Hybrid Constructed Wetland (HCW) dengan media filtrasi *biochar* bambu.

4. Rumah Kreatif Boek Khaman

The *Rumah Kreatif Boek Khaman* Program is a social innovation initiative based on local potential, developed by PT Pertamina EP Limau Field in Lubuk Raman Village in response to interconnected environmental and social issues. Prior to the program, the village faced challenges including open burning of bamboo waste, untreated batik wastewater disposal, limited economic access for vulnerable groups, and community activities that were still carried out separately without a sustainable collaborative system. Through a social innovation approach, the program integrates bamboo waste and batik wastewater management into a single community-based circular economy system. Bamboo waste is processed using pyrolysis technology into *biochar* and liquid smoke, while batik wastewater is treated using a Hybrid Constructed Wetland (HCW) system with bamboo *biochar* filtration media.

- Pemanfaatan limbah bambu sebesar **5,4 ton** yang berkontribusi menurunkan emisi GRK sebesar **6,75 ton CO₂eq** per tahun
Utilization of 5.4 tons of bamboo waste, contributing to a reduction of 6.75 tons of CO₂eq emissions per year
- Pemanfaatan excess gas sebesar **0,063 MMSCFD** yang berkontribusi menurunkan emisi sebesar **1.542,84 ton CO₂eq** per tahun
Utilization of 0.063 MMSCFD of excess gas, contributing to an emission reduction of 1,542.84 tons of CO₂eq per year
- Pengelolaan air berbasis *wetland* sebesar **28,6 m³** per tahun
Wetland-based water treatment of 28.6 m³ per year
- Pemanfaatan *sludge* limbah sebanyak **45,7 kg** per tahun sebagai bahan pewarna daur ulang
Utilization of 45.7 kg of sludge waste per year as recycled dye material
- Penggunaan *biochar* pada lahan seluas **6 m²**
Application of *biochar* on 6 m² of land

- Peningkatan pendapatan: Kelompok Kluas Buloh sebesar **Rp1,6 juta** per bulan, Kelompok Batik Khaman sebesar **Rp971 ribu** per bulan
Increased income: Kluas Buloh Group by Rp1.6 million per month, Batik Khaman Group by Rp1.1 million per month, and KWT Khaman by Rp971 thousand per month
- Penghematan air PDAM sebesar **Rp215 ribu** per bulan
Savings in PDAM water costs of Rp215 thousand per month
- Pengurangan biaya penggunaan LPG sebesar **Rp330 ribu** per bulan
Reduction in LPG usage costs of Rp330 thousand per month

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- **47 anggota** dari 3 kelompok memiliki kapasitas dalam pengolahan limbah air batik dan bambu
47 members from 3 groups gained capabilities in bamboo and batik wastewater management
- Pemberian manfaat langsung bagi **18 orang** dari kelompok rentan
Direct benefits provided to 18 people from vulnerable groups
- Perluasan dampak edukasi kepada lebih dari **300 peserta** (siswa, guru, dan masyarakat umum)
Expansion of educational outreach to more than 300 participants, including students, teachers, and the general public.

- Penguatan kelembagaan melalui kolaborasi **3 kelompok**
Strengthening of institutions through collaboration among 3 groups
- Dukungan dari **9 mitra strategis** dari unsur pemerintah, akademisi, dan organisasi sosial
Support from 9 strategic partners from government, academic, and social organization sectors
- Pemberdayaan **47 orang** melalui kegiatan lintas kelompok secara rutin
Empowerment of 47 people through routine cross-group activities



5. Sikok Selingkar

PT Pertamina EP Prabumulih Field mengembangkan serangkaian program pemberdayaan masyarakat melalui program Sikok Selingkar (Sistem Komunitas Karet Organik dalam Satu Rantai Daur Ulang). Program ini dilatarbelakangi oleh beberapa permasalahan terkait pengelolaan sampah yang belum optimal, serangan penyakit Jamur Akar Putih (JAP), dan luasnya lahan terbengkalai di Kota Prabumulih. Melihat kondisi tersebut, Program Inovasi Sosial Sikok Selingkar menghadirkan solusi melalui inovasi pengelolaan sampah organik dan anorganik melalui tiga subprogram, yaitu MOKUSAKU (Modal Kayu Sampah Berkurang), RINDU RESIK (Rumah Inovasi Daur Ulang Sampah Residu Anorganik), dan MUDA BERSAMA (Perempuan Berdaya, Bersama Kelola Sampah). Pada aspek *organic waste management*, program memanfaatkan limbah bawang merah yang mengandung zat auksin, gibberelin, dan sitokinin yang diolah menjadi ekstrak dan dicampur dengan mikroorganisme lokal (MOL) untuk dimanfaatkan sebagai ZPT alami atau SEREPAT (Solusi Ekologis Ramah Lingkungan Perangsang Akar Tanaman). Sementara itu, sampah plastik residu diolah menjadi PROTEK (Pelindung Tetes Getah Karet). Pendekatan ini memperlihatkan prinsip “*empowering the problem to solve the problem*”-memberdayakan suatu masalah untuk menyelesaikan masalah lainnya.

5. Sikok Selingkar

PT Pertamina EP Prabumulih Field developed a series of community empowerment initiatives through the Sikok Selingkar Program (Organic Rubber Community System within a Circular Recycling Chain). The program was initiated in response to several issues, including suboptimal waste management, White Root Fungus (JAP) disease attacks, and the large amount of abandoned land in Prabumulih. In response to these conditions, the Sikok Selingkar Social Innovation Program offers solutions through innovations in organic and inorganic waste management across three sub-programs: MOKUSAKU (Capital from Wood, Less Waste), RINDU RESIK (Innovation House for Recycling Inorganic Residual Waste), and MUDA BERSAMA (Empowered Women, Managing Waste Together). For organic waste management, the program utilizes onion waste containing auxins, gibberellins, and cytokinins, which are processed into extracts and mixed with local microorganisms (MOL) to produce a natural plant growth regulator called SEREPAT (Eco-Friendly Ecological Solution for Stimulating Plant Roots). Meanwhile, residual plastic waste is processed into PROTEK (Rubber Latex Drip Protectors). This approach demonstrates the principle of “*empowering the problem to solve the problem.*”

- Pengelolaan **1.048 ton** sampah anorganik dan **1.825 ton** sampah organik yang berkontribusi menurunkan emisi GRK sebesar **562,03 ton CO₂eq** per tahun
Management of **1,048 tons** of inorganic waste and **1,825 tons** of organic waste, contributing to a reduction of **562.03 tons of CO₂eq** emissions per year
- Penggantian zat pengatur tumbuh (ZPT) kimia sebesar **33.168 liter** per tahun dengan inovasi ramah lingkungan **SEREPAT**
Replacement of **33,168 liters** of chemical plant growth regulators (PGR) per year with the environmentally friendly **SEREPAT** innovation
- Optimalisasi pemanfaatan lahan seluas **1,04 hektare** sebagai lahan produktif kelompok wanita tani
Optimization of **1.04 hectares** of land into productive farmland for women farmer groups

- Omzet tahunan sebesar **Rp539 juta** dari kelompok pengelola sampah anorganik dan **Rp310 juta** dari kelompok pengelola sampah organik
Annual revenue of **Rp539 million** from inorganic waste management groups and **Rp310 million** from organic waste management groups
- Efisiensi biaya melalui penghematan pembelian ZPT kimia sebesar **Rp14,8 juta** per tahun
Cost efficiency through savings of **Rp14.8 million** per year from reduced purchases of chemical plant growth regulators
- Efisiensi operasional kelompok hingga **Rp10 juta** per tahun
Operational cost efficiency of up to **Rp10 million** per year for community groups

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Masyarakat
Society

- **10 lapangan kerja baru** bagi masyarakat lokal
Creation of **10 new jobs** for local communities
- Pemberian manfaat langsung kepada **131 orang** dari kelompok rentan
Direct benefits provided to **131 people** from vulnerable groups
- Kolaborasi dengan **11 pemangku kepentingan** yang inklusif, termasuk kelompok tuna karya
Collaboration with **11 inclusive stakeholders**, including unemployed groups
- **55 petani karet** mendapatkan perlindungan dari risiko penggunaan bahan agrokimia
55 rubber farmers protected from the risks associated with agrochemical use

- Pemberian manfaat langsung kepada **55 kelompok** dan tidak langsung kepada **7.531 jiwa**
Direct benefits provided to **55 groups** and indirect benefits reaching **7,531 people**
- **51 lansia perempuan** terlibat aktif dalam program
Active involvement of **51 elderly women** in the program
- Pembentukan **2 kebijakan dan 2 kerja sama strategis** yang mendukung pengembangan program
Establishment of **2 policies and 2 strategic partnerships** supporting program development



6. SIPEPI

Melalui inisiatif SIPEPI (Sistem Pemanfaatan Sampah Terintegrasi), program JAM PASIR membangun sistem kolektif yang mengubah perilaku masyarakat dari sekadar "membuang" menjadi "memilah dan mengolah". Sampah plastik residu yang sulit terurai tidak lagi dibiarkan mencemari hutan mangrove atau laut, melainkan dikelola melalui Bank Sampah untuk diubah menjadi produk bernilai guna, seperti *paving block* untuk infrastruktur desa dan bahan bakar alternatif. Secara keseluruhan, integrasi antara pemulihan lahan (*new land*), pemberdayaan ekonomi wisata dan UMKM (*new hope*), serta pengelolaan lingkungan berkelanjutan (*growing life*), menjadikan JAM PASIR sebagai model adaptasi perubahan iklim yang komprehensif. Program ini berkontribusi nyata pada kesejahteraan 930 KK masyarakat Desa Sukajaya.

6. SIPEPI

Through the SIPEPI initiative (Integrated Waste Utilization System), the JAM PASIR program has established a collective system that changes community behavior from simply "disposing" waste to "sorting and processing" it. Residual plastic waste that is difficult to decompose is no longer left to pollute mangrove forests or the sea, but is instead managed through a waste bank and converted into useful products, such as paving blocks for village infrastructure and alternative fuel. Overall, the integration of land restoration (*new land*), empowerment of tourism and MSME-based economic activities (*new hope*), and sustainable environmental management (*growing life*) has made JAM PASIR a comprehensive model for climate change adaptation. The program has made a tangible contribution to the wellbeing of 930 households in Sukajaya Village.

- Pengurangan emisi gas rumah kaca sebesar **24 ton CO₂eq** melalui pemanfaatan ban bekas
Reduction of greenhouse gas emissions by 24 tons of CO₂eq through the utilization of used tires
- Pengelolaan sampah anorganik dan cangkang sebesar **4,39 ton CO₂eq**
Management of inorganic waste and shells equivalent to 4.39 tons of CO₂eq
- Penanaman **52 ribu mangrove** dan pemulihan lahan abrasi **3,62 hektare**
Planting of 52 thousand mangroves and restoration of 3.62 hectares of abrasion-affected land
- Penurunan tingkat kebauan dari **0,94 menjadi 0,16 ppm**
Reduction in odor levels from 0.94 ppm to 0.16 ppm
- Pemanfaatan cangkang sebesar **1 ton** per bulan
Utilization of 1 ton of shells per month

- Penghematan biaya pupuk **Rp285 ribu** per hektare
Fertilizer cost savings of Rp285 thousand per hectare
- Pendapatan kelompok pengelola ekowisata sebesar **Rp118,7 juta**
Income of Rp118.7 million for the ecotourism management group
- Pendapatan kelompok UMKM yang dikelola istri nelayan sebesar **Rp57 juta**
Income of Rp57 million for MSME groups managed by fishermen's wives

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- **50 orang** mengalami perubahan perilaku
50 people demonstrated behavioral changes
- **110 anak** belajar mitigasi bencana pesisir
110 children received education on coastal disaster mitigation
- **3,62** indeks kepuasan masyarakat tahun 2025
Community satisfaction index reached 3.62 in 2025
- **3,96** SROI tahun 2025
SROI reached 3.96 in 2025

- **3 sumber mata pencaharian baru** di masyarakat pesisir
3 new livelihood opportunities were created for coastal communities
- **39 orang** memperoleh manfaat dari inisiatif pengentasan pengangguran di desa
39 people benefited from unemployment alleviation initiatives in the village
- **15 istri nelayan** mendapatkan peningkatan kapasitas
15 fishermen's wives received capacity-building support
- **5 anggota baru** pengelola sampah cangkang
5 new members joined the shell waste management group
- **2 sekolah pesisir** memuat mata pelajaran lingkungan hidup
2 coastal schools integrated environmental education into their curriculum



7. PURNAMA SUBANG

Program PURNAMA SUBANG (Purna Pekerja Migran Indonesia Berdaya Menjaga Lingkungan Bersama) dilaksanakan di Desa Comprang, Kabupaten Subang, sebagai wilayah yang dikenal sebagai kantong pekerja migran dengan populasi Purna Pekerja Migran Indonesia (PMI) mencapai 4.135 orang. Desa ini menghadapi tantangan struktural berupa terbatasnya peluang ekonomi lokal yang memicu tingginya angka migrasi tenaga kerja nonprosedural. Kondisi awal desa ini memiliki kerentanan sosial yang cukup pelik akibat banyak Purna PMI kembali ke kampung halaman tanpa keterampilan yang relevan dengan kebutuhan pasar, mengalami aliansi sosial akibat lama meninggalkan desa, serta memiliki ketergantungan tinggi pada remitansi yang sering kali habis untuk kebutuhan konsumtif tanpa menjadi modal produktif. Di samping itu, anak-anak yang ditinggalkan menghadapi masalah psikososial akibat kurangnya pengasuhan orang tua. Masalah ini diperparah oleh degradasi lingkungan yang mendesak, yakni pencemaran sungai dan saluran irigasi akibat penumpukan limbah popok bayi dan limbah rumah tangga yang tidak terkelola, serta praktik pertanian mangga konvensional yang tidak efisien, boros biaya, dan rendah produktivitas, yang kian melemahkan ketahanan ekonomi petani lokal.

7. PURNAMA SUBANG

The PURNAMA SUBANG Program (Empowered Former Indonesian Migrant Workers Preserving the Environment Together) is implemented in Comprang Village, Subang Regency, an area known as a hub for migrant workers, with a population of 4,135 former Indonesian migrant workers (PMI). The village faces structural challenges in the form of limited local economic opportunities, which contribute to a high rate of non-procedural labor migration. Initially, the village experienced complex social vulnerabilities, as many former migrant workers returned home without skills relevant to market needs, experienced social disconnection after spending long periods away from the village, and had a high dependence on remittances that were often spent on consumptive needs rather than productive capital. In addition, children left behind by migrant workers faced psychosocial issues due to a lack of parental care. These issues were compounded by pressing environmental degradation, including pollution of rivers and irrigation channels caused by the accumulation of diaper waste and unmanaged household waste, as well as conventional mango farming practices that were inefficient, costly, and low in productivity, further weakening the economic resilience of local farmers.

- Pengelolaan limbah **3 ton** kotoran hewan, **6,06 ton** sampah organik, 562 liter minyak jelantah, dan **7,83 ton** sampah diapers per bulan
Management of 3 tons of animal waste, 6.06 tons of organic waste, 562 liters of used cooking oil, and 7.83 tons of diaper waste per month
- Pemanfaatan limbah menjadi biogas sebesar **75-120 m³** per bulan yang berkontribusi menurunkan emisi karbon hingga **0,73 ton CO₂eq** per tahun
Conversion of waste into 75-120 m³ of biogas per month, contributing to a carbon emission reduction of up to 0.73 tons of CO₂eq per year
- Potensi produksi oksigen **255,75 ton O₂** per tahun
Potential oxygen production of 255.75 tons of O₂ per year
- Penurunan tambahan emisi karbon sebesar **70,66 kg CO₂eq** per tahun
Additional carbon emission reduction of 70.66 kg of CO₂eq per year

- Pendapatan Kelompok Swarna Integrated Farming sebesar **Rp705 juta** per tahun
Annual income of Rp705 million for the Swarna Integrated Farming Group
- Pendapatan Kelompok Sahabat Purnama sebesar **Rp667 juta** per tahun
Annual income of Rp667 million for the Sahabat Purnama Group
- Pendapatan Kelompok Jaga Bumi Lestari sebesar **Rp357 juta** per tahun
Annual income of Rp357 million for the Jaga Bumi Lestari Group
- Penghematan penggunaan LPG, bahan bakar, biaya operasional pertanian, dan listrik mencapai **Rp16 juta** per tahun
Savings in LPG usage, fuel, agricultural operational costs, and electricity amounting to Rp16 million per year

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- Peningkatan kapasitas dan keterampilan **62 perempuan** melalui kegiatan pengelolaan usaha Warung Pojok Sahabat, budidaya mangga dengan sistem UHDP, serta pengolahan limbah menjadi produk bernilai tambah
Capacity and skills development for 62 women through activities such as managing the Warung Pojok Sahabat business, mango cultivation using the UHDP system, and processing waste into value-added products
- Peningkatan pengetahuan melalui kegiatan edukasi berbasis sekolah dan komunitas terhadap **lebih dari 3.500 orang**
Increased knowledge through school and community-based educational activities reaching more than 3,500 people
- Pengentasan kemiskinan bagi **24 kepala keluarga**
Poverty alleviation for 24 households
- **Peningkatan pendapatan** bagi lansia, kepala keluarga perempuan, dan penyandang disabilitas
Increased income for elderly people, female heads of households, and persons with disabilities
- Tingkat kepuasan masyarakat terhadap program dengan nilai **IKM sebesar 89,5** (kategori Sangat Baik)
Community satisfaction with the program reached a CSI score of 89.5, categorized as "Very Good"

- Pendampingan kasus bagi **45 perempuan**
Case assistance provided to 45 women
- **Lebih dari 1.000 perempuan** memperoleh akses layanan dan informasi
More than 1,000 women gained access to services and information
- Fasilitas pojok baca bagi **350 anak**
Reading corner facilities provided for 350 children
- Pembentukan dan pengembangan kelompok serta koperasi dengan total **lebih dari 100 anggota** aktif yang terlibat
Establishment and development of groups and cooperatives with more than 100 active members involved



8. Program Prabu Kresna - SETIAKI

PT Pertamina EP Sukowati Field berkomitmen untuk mengembangkan masyarakat, khususnya yang berada di wilayah sekitar perusahaan. Salah satu implementasi komitmen tersebut adalah pengembangan Program Inovasi Sosial SETIAKI yang berfokus pada isu perubahan iklim. Program ini dirancang untuk menjawab akar permasalahan utama yang dihadapi masyarakat, yaitu tingginya risiko gagal panen akibat cuaca ekstrem yang kerap dialami petani di Desa Rahayu. Seiring dengan perkembangannya, Program SETIAKI juga diperluas untuk merespons kebutuhan kelompok rentan lainnya, seperti pengangguran usia muda dan perempuan.

Program SETIAKI merupakan bagian dari program Pemberdayaan Masyarakat Prabu Kresna. Memasuki 2025, fokus program diarahkan pada penguatan kapasitas adaptasi petani terhadap cuaca ekstrem melalui peningkatan kemampuan analisis iklim. Integrasi antara pengetahuan lokal petani dan data statistik iklim dari BMKG memungkinkan penyusunan musim tanam yang lebih akurat, efektif, dan efisien sehingga mengurangi ketidakpastian dalam pengambilan keputusan pertanian. Upaya mitigasi dan adaptasi perubahan iklim juga diperkuat melalui optimalisasi pertanian organik serta diversifikasi usaha tani melalui pengembangan hidroponik melon. Di sisi lain, layanan HIPPA terus ditingkatkan melalui perawatan dan perbaikan infrastruktur irigasi yang terjadwal dan berbasis pola musim.

Kebaruan (*novelty*) program SETIAKI terletak pada penguatan kapasitas petani melalui penerbitan Surat Keterangan Kebaruan Sekolah Lapang Iklim serta sertifikat pembuatan pupuk organik cair (POC) mikroorganisme lokal (MOL) berbahan dasar rebung.



8. The Prabu Kresna - SETIAKI

PT Pertamina EP Sukowati Field is committed to community development, particularly for communities surrounding the Company's operational areas. One implementation of this commitment is the development of the SETIAKI Social Innovation Program, which focuses on climate change issues. The program was designed to address the high risk of crop failure due to extreme weather which is frequently experienced by farmers in Rahayu Village, as the main challenge faced by the community. Over time, the SETIAKI Program has also been expanded to respond to the needs of other vulnerable groups, such as unemployed youth and women.

The SETIAKI Program is part of the Prabu Kresna Community Empowerment Program. Starting 2025, the program focused on strengthening farmers' adaptive capacity to extreme weather through improved climate analysis capabilities. The integration of farmers' local knowledge with climate statistics data from BMKG enables more accurate, effective, and efficient planting season planning, thereby reducing uncertainty in agricultural decision-making. Climate change mitigation and adaptation efforts are also strengthened through the optimization of organic farming and diversification of agricultural businesses through hydroponic melon cultivation. Meanwhile, HIPPA services continue to be enhanced through scheduled and seasonal-based irrigation infrastructure maintenance and repair.

The novelty of the SETIAKI Program lies in strengthening farmers' capacities through the issuance of Climate Literacy Education (Sekolah Lapang Iklim) novelty certificates and certificates for the production of local microorganism-based liquid organic fertilizer (POC-MOL) made from bamboo shoots.



- Perbaikan kualitas lahan melalui pengurangan penggunaan pupuk kimia sebesar **400 kg** per musim pada **10,8 hektare** lahan sawah
Improvement of land quality through the reduction of chemical fertilizer use by **400 kg** per season across **10.8 hectares** of rice fields
- Penerapan pupuk organik sebesar **5–6 ton** per hektare
Application of **5–6 tons** of organic fertilizer per hectare
- Penghematan air hingga **4.800 m³** per hektare per musim dan memperluas akses irigasi bagi **27 hektare** lahan pertanian, dengan total efisiensi air irigasi mencapai **40%**
Water savings of up to **4,800 m³** per hectare per season and expanded irrigation access for **27 hectares** of agricultural land, with total irrigation water efficiency reaching **40%**
- Penerapan pertanian organik yang berkontribusi menurunkan emisi karbon sebesar **±2,46 ton CO₂eq** per bulan
Implementation of organic farming practices contributing to a carbon emission reduction of **±2.46 tons** of CO₂eq per month
- Pemanfaatan energi terbarukan melalui PLTS dengan reduksi emisi tambahan sebesar **1.338,4 kg CO₂eq** per tahun
Utilization of renewable energy through solar power plants (PLTS), generating an additional emission reduction of **1,338.4 kg** of CO₂eq per year
- Perbaikan ekosistem sawah melalui peningkatan populasi musuh alami, peningkatan kualitas air (**TDS 472 mg/L**), serta **diversifikasi pertanian** seperti tanaman obat keluarga, sayuran organik, dan budidaya melon hidroponik
Improvement of rice field ecosystems through increased populations of natural predators, improved water quality (**TDS 472 mg/L**), and **agricultural diversification** such as family medicinal plants, organic vegetables, and hydroponic melon cultivation

- Penurunan biaya produksi pertanian sebesar **15,8%** atau setara **Rp2,8 juta** per hektare per musim dengan intensitas yang tanam meningkat dari satu kali menjadi tiga kali per tahun
Reduction in agricultural production costs by **15.8%**, equivalent to **Rp2.8 million** per hectare per season, with planting intensity increasing from once to three times per year
- Peningkatan produktivitas padi dari **3–4 ton** menjadi **6–9 ton**
Increase in rice productivity from **3–4 tons** to **6–9 tons**
- Peningkatan pendapatan **128 buruh tani** rata-rata sebesar **24%**
Average income increase of **24%** for **128 farm workers**
- Mendorong pendapatan **35 petani** pemilik lahan hingga 14 kali lipat mencapai **Rp43,7 juta** per hektare per musim
Income increase of up to 14 times for **35 land-owning farmers**, reaching **Rp43.7 million** per hectare per season
- Peningkatan laba bersih sebesar **33,48%**
Increase in net profit by **33.48%**
- Mendorong lahirnya **3 unit usaha baru** di bidang hidroponik, olahan herbal, dan air minum
Creation of **3 new business units** in hydroponics, herbal products, and drinking water

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- Pemberian akses air bersih yang layak bagi **1.017 KK** sesuai standar baku mutu
Provision of proper access to clean water for **1,017 households** in accordance with quality standards
- **Peningkatan kesadaran** masyarakat terhadap pola hidup sehat dan berkelanjutan
Increased public awareness of healthy and sustainable lifestyles

- Terbentuknya **1 jaringan** kelembagaan baru lintas wilayah: Forkom Petani Organik Tuban-Bojonegoro (**61 petani dari 5 desa**)
Establishment of **1 new interregional institutional network**: the Tuban-Bojonegoro Organic Farmers Communication Forum (**61 farmers from 5 villages**)
- Penurunan pengangguran karang taruna usia muda sebesar **26%** melalui pembentukan kelompok petani remaja
Reduction of youth unemployment by **26%** through the formation of youth farmer groups
- Pemberdayaan perempuan melalui Kelompok Herbal Dewi Sri yang melibatkan **21 anggota** aktif
Empowerment of women through the Dewi Sri Herbal Group, involving **21 active members**
- **Pengendalian hama** alami dengan alokasi tanah kas desa dan pemanfaatan rumah burung hantu
Natural pest control through the allocation of village-owned land and the use of owl houses
- Nilai IKM sebesar **3,39** dengan kategori Sangat Baik
CSI of **3.39**, categorized as "Very Good"
- **Reaktivasi kelembagaan** BUMDes Rahayu Jaya Sentosa
Reactivation of the BUMDes Rahayu Jaya Sentosa institutional structure
- Peningkatan **kohesivitas sosial**
Improvement in **social cohesiveness**
- **2 kebijakan baru pemerintah desa** mengalokasikan tanah kas desa (TKD) dan penggunaan rumah burung hantu (RUBUHA)
2 new village government policies were established regarding the allocation of village treasury land (TKD) and the utilization of owl houses (RUBUHA)



9. Pengembangan wisata pesisir terintegrasi (Pantai Pasir Putih Tlangoh) - RESAPI

Pelaksanaan program inovasi sosial oleh PHE WMO, yakni program Pengembangan Wisata Pesisir Terintegrasi - Pantai Pasir Putih Tlangoh, berangkat dari isu global yang menjadi perhatian dunia, yakni perubahan iklim. PHE WMO juga menyadari fenomena abrasi di Desa Tlangoh yang tergolong sangat dekat dengan fasilitas produksi perusahaan.

Keunggulan hal dan cara baru dalam pelaksanaan program Pantai Pasir Putih Tlangoh, yaitu transformasi tempat pembuangan sampah menjadi tempat wisata pertama di Bangkalan, pemanfaatan sampah non-B3 perusahaan (plat besi) untuk pembuatan Hexa Reef penahan abrasi, transformasi zona abrasi menjadi zona edukasi, pelibatan mantan TKI sebagai pelaku wisata dan konservasi & model *blue economic village* pertama di Madura.

Pelaksanaan Inovasi RESAPI ini juga telah menysasar kelompok rentan, di antaranya mantan TKI, anak putus sekolah, pemuda pengangguran (pekerja musiman), nelayan, kaum perempuan - janda, petani, masyarakat yang tinggal di wilayah pesisir, dan para lansia. Kelompok rentan tersebut selanjutnya telah diberikan peningkatan kapasitas sebagai upaya untuk mengubah kepemilikan aset dan kapital, mulai dari *intellectual capital* dengan membuat Hexa Reef dan pembuatan perahu rakit; *individual capital* melalui pelatihan kelembagaan kelompok; *social capital* melalui pembahasan rencana program mulai dari Renja dan Renstra, pelaksanaan gotong royong sebagai upaya peningkatan kohesi sosial; *infrastructure capital* melalui penyediaan sarana dan prasarana penunjang pengembangan kawasan wisata pantai; *natural capital* melalui penanaman pohon dan pemanfaatan sampah organik; serta *cultural capital* dengan menjalankan kegiatan rokatase sebagai upaya peningkatan rasa syukur kepada Tuhan YME atas limpahan berkah dari laut.

9. Coastal Tourism Development (Tlangoh White Sand Beach) - RESAPI

The implementation of social innovation programs by PHE WMO, particularly the Integrated Coastal Tourism Development Program - Tlangoh White Sand Beach, was initiated in response to the global issue of climate change. PHE WMO also recognizes the coastal abrasion occurring in Tlangoh Village, which is located very close to the Company's production facilities.

The innovative aspects of the Tlangoh White Sand Beach Program include the transformation of a waste disposal site into the first tourist destination in Bangkalan, the utilization of the Company's non-hazardous waste materials (steel plates) to create Hexa Reef structures for abrasion barriers, the transformation of abrasion-prone zones into educational areas, the involvement of former migrant workers as tourism and conservation actors, and the development of the first blue economic village model in Madura.

The implementation of the RESAPI Innovation Program has also targeted vulnerable groups, including former migrant workers, school dropouts, unemployed youth (seasonal workers), fishermen, women particularly widows, farmers, coastal communities, and the elderly. These vulnerable groups have been provided with capacity-building support aimed at transforming their ownership of assets and capital. This includes intellectual capital through Hexa Reef construction and raft boat building; individual capital through institutional training for community groups; social capital through discussions of work plans and strategic plans, as well as collective community activities to strengthen social cohesion; infrastructure capital through the provision of facilities and infrastructure supporting coastal tourism development; natural capital through tree planting and organic waste utilization; and cultural capital through the implementation of rokat tase tradition as a form of gratitude for the blessings of the sea.



- **390 Hexareef** dipasang untuk mencegah abrasi
390 Hexareef units were installed to prevent coastal abrasion
- Peningkatan akresi pantai hingga **1-5 meter** per tahun
Increase in coastal accretion by **1 to 5 meters** per year
- Pengurangan praktik penambangan pasir ilegal hingga **14.312 m³** dalam tiga tahun
Reduction of illegal sand mining practices by up to **14,312 m³** over three years
- Penurunan timbulan sampah sebesar **543,236 m³** dalam tiga tahun
Reduction in waste generation by **543.236 m³** over three years
- Pemanfaatan **50 kg** sampah organik dan pengelolaan **1 ton** sampah anorganik per tahun
Utilization of **50 kg** of organic waste and management of **1 ton** of inorganic waste per year
- Peningkatan keanekaragaman hayati dengan munculnya **20 spesies ikan** yang berkoloni
Increased biodiversity through the emergence of **20 fish species** forming colonies

- Penghasilan tambahan pelaku UMKM sebesar **Rp1,5 hingga Rp2,5 juta** per bulan
Additional income for MSME actors ranging from **Rp1.5 million to Rp2.5 million** per month
- Pendapatan kelompok sadar wisata (Pokdarwis) hingga **Rp24 juta** per bulan
Income for the tourism awareness group (Pokdarwis) of up to **Rp24 million** per month
- Pendapatan aktivitas wisata kawasan Pantai Tlangoh sebesar **Rp135 juta** per bulan bagi masyarakat sekitar
Income generated from tourism activities in the Tlangoh Beach area amounting to **Rp135 million** per month for surrounding communities

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- Penerima manfaat langsung sebanyak **46 orang**, **65%** di antaranya perempuan
A total of **46 direct** beneficiaries, **65%** of whom are women
- **Perubahan perilaku** masyarakat dalam pengelolaan sampah di kawasan pesisir
Positive behavioral changes in community waste management practices in coastal areas
- Nilai IKM sebesar **3,76** dengan kategori Sangat Baik
CSI of **3.76**, categorized as "Very Good"

- Lebih dari **25 ribu** pengunjung destinasi wisata edukasi berbasis lingkungan per tahun
More than **25 thousand** visitors to the environmental edu-tourism destination each year
- Membuka kembali lapangan kerja, sedikitnya **30 orang**
Reopening of employment opportunities for at least **30 people**
- **Share value** dari **10 Pokdarwis (Kelompok Sadar Wisata)** terkait pengelolaan wisata pesisir
Shared value was created among **10 Tourism Awareness Groups (Pokdarwis)** in relation to coastal tourism management
- **9 orang perantau** kembali ke Tlangoh untuk mengelola wisata
9 migrants returned to Tlangoh to participate in tourism management activities



10. SIGAP BERSINAR

PT Pertamina EP Donggi Matindok Field melaksanakan inovasi SIGAP BERSINAR yang berfokus pada masyarakat Desa Kayowa melalui Gapoktan Musa'angu selaku kelompok tani rentan. Program ini menciptakan kegiatan pertanian berkelanjutan melalui pupuk bioferdom, hasil olahan produk samping perusahaan, dan limbah ternak yang difermentasi.



10. SIGAP BERSINAR

PT Pertamina EP Donggi Matindok Field implemented the SIGAP BERSINAR innovation program, which focuses on the community of Kayowa Village through the Musa'angu Farmers Group Association (Gapoktan Musa'angu) as a vulnerable farmer group. The program creates sustainable agricultural activities through bioferdom fertilizer, produced from Company by-products and fermented livestock waste.



Produk pupuk bioferdom lebih unggul dibandingkan dengan pupuk organik lainnya karena mengandung unsur Sulfur (S) yang bermanfaat bagi tanaman. Pemanfaatan pupuk bioferdom pada lahan pertanian padi maupun jagung turut mendorong pertumbuhan vegetatif tanaman, seperti tinggi dan luas daun. Pupuk bioferdom juga berkontribusi pada peningkatan ketersediaan unsur hara esensial, terutama sulfur dan fosfor, yang mendukung fase pertumbuhan vegetatif maupun generatif tanaman.

Inovasi SIGAP BERSINAR mengintegrasikan pengelolaan limbah organik masyarakat di Kabupaten Banggai dengan produk samping Perusahaan berupa biosulfur dan pendekatan pertanian berkelanjutan dalam satu sistem terpadu. Hal ini dibuktikan dengan paten No. IDS000008299 pada tanggal 11 Juni 2024 terkait metode pembuatan pupuk biosulfur dari biosulfur sisa pemrosesan gas alam dan paten No. IDS000008321 tentang Paten Produk Pupuk Biosulfur Organik Sisa Pemrosesan Gas Alam.

Bioferdom fertilizer is superior to other organic fertilizers because it contains Sulfur (S), which is beneficial for plants. The use of bioferdom fertilizer on rice and corn farming areas helps improve plant vegetative growth, such as height and leaf area. Bioferdom fertilizer also contributes to increasing the availability of essential nutrients, especially sulfur and phosphorus, which support both vegetative and generative growth stages of crops.

The SIGAP BERSINAR innovation integrates the management of community organic waste in Banggai Regency with the Company's by-product, biosulfur, and a sustainable agriculture approach in one integrated system. This is evidenced by Patent No. IDS000008299, issued on June 11, 2024, regarding the method for producing biosulfur fertilizer from residual biosulfur generated in natural gas processing, and Patent No. IDS000008321 regarding the Organic Biosulfur Fertilizer Product Patent from residual natural gas processing.

- Penggunaan pupuk organik bioferdom pada **30 ha** lahan jagung dan **35,8 ha** lahan padi berkontribusi pada peningkatan produktivitas hingga **57%**
The use of bioferdom organic fertilizer on 30 ha of cornfields and 35.8 ha of rice fields contributed to productivity improvements of up to 57%
- Pemanfaatan *liquid filler* mencapai **90 ribu m³** per musim
Utilization of liquid filler reaching 90 thousand m³ per season
- Penggunaan pupuk bioferdom sebesar **56 ton** per tahun untuk jagung dan **71,6 ton** per tahun untuk padi
Use of 56 tons of bioferdom fertilizer per year for corn and 71.6 tons per year for rice
- Perbaikan kualitas tanah dengan **menjaga pH** pada kisaran optimal (6–7)
Improvement of soil quality by maintaining pH levels within the optimal range of 6–7
- **Pengurangan bahan kimia** melalui pemanfaatan mikroorganisme *Penicillium* sp. yang meningkatkan ketersediaan unsur hara fosfat
Reduction in chemical use through the utilization of *Penicillium* sp. microorganisms, which increase phosphate nutrient availability
- Pemanfaatan biosulfur, kotoran hewan, dan urine sapi berkontribusi menurunkan emisi GRK sebesar **26,33 ton CO₂eq** per tahun
Utilization of biosulfur, animal manure, and cow urine contributed to a reduction of 26.33 tons of CO₂eq emissions per year
- Penurunan serangan hama dari **35,4%** menjadi **15,8%**
Reduction in pest attacks from 35.4% to 15.8%

- Efisiensi biaya produksi sebesar **Rp1,50 juta s.d. Rp4,00 juta** per hektare per musim
Production cost efficiency of Rp1.50 million to Rp4.00 million per hektare per season
- Peningkatan pendapatan kotor sebesar **Rp12,54 juta** per hektare per tahun
Gross income increased by Rp12.54 million per hectare per year
- **Peluang usaha** lokal melalui produksi dan distribusi biosulfur
Local business opportunities through the production and distribution of biosulfur

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- Peningkatan **kualitas hidup dan stabilitas ekonomi** petani melalui pertanian berkelanjutan
Improvement of farmers' quality of life and economic stability through sustainable agriculture
- **Peningkatan kapasitas** melalui sekolah lapang sehingga petani memiliki pengetahuan dan keterampilan dalam menerapkan praktik pertanian yang ramah lingkungan dan berkelanjutan
Improved capacity through field schools, enabling farmers to gain knowledge and skills in applying environmentally friendly and sustainable agricultural practices
- Mendorong **kemandirian pupuk** dan mendukung Kabupaten Banggai sebagai lumbung pangan
Promoting fertilizer self-sufficiency and supporting Banggai Regency as a food granary

- Kegiatan ini menerima **dukungan dari pemerintah kabupaten** serta melibatkan **25** petani yang berpartisipasi aktif
This initiative received support from the regency government and involved 25 farmers who actively participated in the program
- Membangun jejaring komunitas petani yang **kolaboratif** dan adaptif
Development of a collaborative and adaptive farmer community network





11. Bang Eko Tempur

Di tengah tantangan krisis pupuk, fluktuasi pendapatan petani, dan ancaman pencemaran lingkungan, JOB Tomori menghadirkan sebuah terobosan, yaitu Bang Eko Tempur. Program ini merupakan inovasi sosial yang mengubah limbah menjadi berkah, memberdayakan kelompok rentan, dan membangun ekosistem pertanian organik yang tangguh, inklusif, dan berkelanjutan.

Program Bang Eko Tempur merupakan inisiatif pemberdayaan berbasis pengelolaan limbah organik yang terintegrasi dengan penguatan sektor pertanian dan peternakan, guna menciptakan sistem ekonomi sirkular yang berkelanjutan, serta berfokus pada penyelesaian masalah sosial, ekonomi, dan lingkungan di Desa Cendanapura, Karang Anyar, dan Mulyoharjo. Program ini menasar 666 kelompok rentan, terdiri dari 41 petani rentan pupuk, 90 peternak sapi, 51 buruh pengelola walet, 300 pedagang dan buruh pasar, 61 buruh tani laki-laki, 78 perempuan, serta 45 remaja pengangguran yang mengalami kesulitan akses pupuk subsidi, tingginya biaya produksi, pencemaran limbah organik, dan pendapatan tidak stabil.

11. Bang Eko Tempur

Amid the challenges of fertilizer shortages, fluctuating farmer incomes, and the threat of environmental pollution, JOB Tomori introduced an innovative breakthrough called Bang Eko Tempur. This program is a social innovation initiative that transforms waste into value, empowers vulnerable groups, and builds a resilient, inclusive, and sustainable organic farming ecosystem.

The Bang Eko Tempur Program is an empowerment initiative based on organic waste management integrated with the strengthening of the agriculture and livestock sectors, with the aim of creating a sustainable circular economy system. It focuses on addressing social, economic, and environmental issues in Cendanapura, Karang Anyar, and Mulyoharjo villages. The program targets 666 vulnerable group members, consisting of 41 farmers affected by fertilizer shortages, 90 cattle breeders, 51 swiftlet nest management workers, 300 market vendors and laborers, 61 male farm workers, 78 women, and 45 unemployed youths who face difficulties accessing subsidized fertilizer, high production costs, organic waste pollution, and unstable incomes.

- Pemanfaatan hingga **400 ton** sampah organik pasar
Utilization of up to **400 tons** of organic market waste
- Pengolahan **140 kg** limbah walet menjadi pupuk organik padat/cair
Processing **140 kg** of swiftlet waste into solid/liquid organic fertilizer
- Penerapan sistem pertanian organik pada **85 ha** lahan mendorong efisiensi penggunaan air hingga **40%**
Implementation of organic farming system across **85 ha** of land, increasing water use efficiency by up to **40%**
- Pengelolaan limbah kotoran sapi berkontribusi menurunkan emisi sebesar **27.026,03 ton CO₂eq** serta sekam padi sebesar **2,73 ton CO₂eq** pada 2025
Management of cattle manure waste contributed to an emission reduction of **27,026.03 tons** of CO₂eq, while rice husk utilization contributed to a reduction of **2.73 tons** of CO₂eq in 2025

- Pendapatan kelompok sebesar **Rp53 juta** per bulan dengan total pendapatan mencapai **Rp460 juta** per tahun
Group income of **Rp53 million** per month, with total annual income reaching **Rp460 million**
- Penghematan biaya produksi hingga **Rp3,4 juta**
Production cost savings of up to **Rp3.4 million**
- Peningkatan pendapatan buruh tani mencapai **Rp110 ribu** per hari
Increase in farm worker income reaching **Rp110 thousand** per day

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Wellbeing



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Society



- Peningkatan kapasitas masyarakat melalui edukasi pembuatan pupuk organik kepada **120 petani**
Improved community capacity through organic fertilizer production training for **120 farmers**
- **61 buruh tani** mampu memenuhi kebutuhan dasar keluarga
61 farm workers became capable of meeting their families' basic needs
- Tingkat kepuasan masyarakat dengan nilai IKM sebesar **3,44** (kategori Baik)
Community satisfaction index (CSI) reached **3.44**, categorized as "Good"

- Pelibatan **176 mitra tani dan ternak** di Kecamatan Moilong
Involvement of **176 agricultural and livestock partners** in Moilong District
- Pembentukan **2 kelompok** pengelola sampah pasar dan replikasi **2 rumah** kompos di Desa Karang Anyar dan Mulyoharjo
Establishment of **2 market waste management groups** and replication of **2 compost houses** in Karang Anyar and Mulyoharjo Village
- Pelibatan **300 pedagang** dalam menjaga kebersihan pasar dan mendukung perubahan perilaku masyarakat dalam pengelolaan limbah organik
Involvement of **300 vendors** in maintaining market cleanliness and supporting behavioral change in community organic waste management



12. Matahati Malasigi - Inovasi Sosial Revitaleaf

Program Matahati Malasigi merupakan inisiatif PT Pertamina EP Papua Field yang berfokus pada pemberdayaan masyarakat adat melalui pengelolaan hutan lestari, pemenuhan kebutuhan dasar, dan penguatan ekonomi berbasis lingkungan yang digagas sejak tahun 2022 melalui kolaborasi dengan Lembaga Pengelola Hutan Desa LPHD Beleme di Kampung Adat Malasigi Distrik Klayili Kabupaten Sorong Papua Barat Daya.

Melalui pendekatan frugal dan *green innovation*, inovasi sosial Revitaleaf dikembangkan dengan mengadopsi praktik inovasi internal perusahaan ke dalam konteks komunitas adat. Pemanfaatan teknologi energi bersih diwujudkan melalui pembangunan Pembangkit Listrik Tenaga Surya berkapasitas 8,7 kWp dengan baterai 10 kWh, serta sistem pengolahan air bersih Hydro B-Leaf Filter berbahan pelepah pisang. Kebaruan inovasi ini terletak pada pemanfaatan paten sederhana filter penyaringan bahan bakar mesin diesel dengan elemen pelepah pisang yang kemudian diadaptasi untuk kebutuhan masyarakat, serta integrasi teknologi filtrasi berbahan lokal dengan energi tenaga surya. Pendekatan ini menghasilkan sistem air bersih yang berbiaya rendah, ramah lingkungan, mudah direplikasi, dan sesuai dengan kondisi wilayah terpencil.

12. The Matahati Malasigi Program - Revitaleaf Social Innovation

The Matahati Malasigi Program is an initiative by PT Pertamina EP Papua Field that focuses on empowering indigenous communities through sustainable forest management, fulfillment of basic needs, and strengthening environmentally based economic activities. The program has been developed since 2022 in collaboration with the Village Forest Management Institution (LPHD) Beleme in Malasigi Indigenous Village.

Through a frugal and green innovation approach, the Revitaleaf social innovation was developed by adapting the Company's internal innovation practices into the context of indigenous communities. The use of clean energy technology is reflected in the construction of a Solar Power Plant (PLTS) with a capacity of 8.7 kWp with a 10 kWh battery, as well as the Hydro B-Leaf Filter clean water treatment system made from banana stems. The novelty of this innovation lies in the use of a simple patent for diesel engine fuel filtration using banana stem elements, which was later adapted for community needs, as well as the integration of locally sourced filtration technology with solar power. This approach has resulted in a clean water system that is low-cost, environmentally friendly, easily replicable, and suitable for remote areas.

- Peningkatan akses energi bersih melalui pemanfaatan **PLTS homegrid** untuk dapur umum dan homestay dengan kapasitas **8,7 kWp** dengan baterai **10 kWh** yang berkontribusi menurunkan emisi GRK sebesar **9,55 ton CO₂eq** per tahun
Improved access to clean energy through the utilization of a **home-grid solar power system** for public kitchens and homestays with a capacity of **8.7 kWp** and a **10 kWh** battery, contributing to a reduction of **9.55 tons CO₂eq** of GHG emissions per year
- Perlindungan kawasan hutan adat seluas **1.750 ha**, mencakup 3 jenis mamalia, 98 jenis burung (13 dilindungi), dan 23 jenis herpetofauna
Protection of **1,750 ha** of customary forest areas, covering covering 3 mammal species, 98 bird species (13 protected species), and 23 herpetofauna species
- Penyediaan air bersih dengan kapasitas filtrasi mencapai **900 ribu liter** selama 2024-2025
Provision of clean water with filtration capacity reaching **900 thousand liters** during 2024-2025

- Penghematan biaya operasional hingga **Rp36 juta** per tahun melalui pemanfaatan energi surya
Operational cost savings of up to **Rp36 million** per year through the use of solar energy
- Pendapatan LPHD Beleme senilai **Rp252 juta** per tahun
LPHD Beleme's annual income amounting to **Rp252 million** per year
- **Diversifikasi 4 jenis sumber mata pencaharian** melalui pengembangan ekowisata dan kegiatan pendukung lainnya
Diversification of 4 livelihood sources through ecotourism development and other supporting activities

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- **65 orang** masyarakat adat Kampung Malasigi memperoleh akses mandiri terhadap air bersih dan listrik
A total of **65 people** from the Malasigi indigenous community gained independent access to clean water and electricity
- **Peningkatan motivasi dan produktivitas** 10 orang pengangguran dan tenaga kerja paruh waktu
Improved motivation and productivity of 10 unemployed and part-time workers
- Lebih dari **40 wisatawan mancanegara** merasakan manfaat peningkatan akses air bersih
More than **40 international tourists** benefited from improved access to clean water

- Pengesahan **1 peraturan adat** Suku Moi Kelim menjadi dasar tata kelola sosial kampung adat Malasigi sekaligus mendukung **1 budaya** Suku Moi Kelim sebagai identitas dan praktik sosial adat
Ratification of **1 customary regulation** of the Moi Kelim Tribe as the foundation for the social governance of Malasigi customary village, while supporting **1 cultural** practice of the Moi Kelim Tribe as a form of indigenous identity and social practice
- Pelestarian budaya lokal yang mendukung pengembangan ekowisata sehingga menarik **275 wisatawan** domestik dan internasional
Preservation of local culture that supports ecotourism development, attracting **275 domestic and international tourists**
- **Pelibatan aktif** 65 masyarakat adat dalam kelembagaan LPHD Beleme yang berkontribusi terhadap peningkatan kohesivitas sosial serta menjadikan Kampung Malasigi sebagai pusat edukasi budaya dan keanekaragaman hayati Papua
Active involvement of the entire indigenous community in LPHD Beleme, contributing to stronger social cohesion and positioning Malasigi Village as a center for cultural and biodiversity education in Papua



13. Waste-Free Ocean for a Future-Fit Society - SOPAN TERI

Badak LNG menginisiasi program inovasi sosial Waste-Free Ocean for a Future-Fit Society sebagai upaya perubahan sistem terpadu melalui pemanfaatan limbah, penguatan ekonomi masyarakat, dan perbaikan tata kelola perikanan. Pada 2025, program difokuskan pada hilirisasi dan penguatan pascapanen melalui LESTARI BAHARI - SOPAN TERI, inovasi alat pengering ikan berbasis pemanfaatan panas buang industri LNG yang telah memperoleh Paten Sederhana.

Program SOPAN TERI merupakan inisiatif pengelolaan pesisir berbasis ekonomi sirkular yang mengintegrasikan pengurangan limbah laut, inovasi teknologi, serta pemberdayaan masyarakat untuk menciptakan ekosistem pesisir yang berkelanjutan dan produktif.

13. Waste-Free Ocean for a Future-Fit Society - SOPAN TERI

Badak LNG initiated the Waste-Free Ocean for a Future-Fit Society social innovation program as an integrated system transformation effort through waste utilization, strengthening the local economy, and improving fisheries governance. In 2025, the program focused on downstream processing and post-harvest strengthening through LESTARI BAHARI - SOPAN TERI, an anchovy drying technology innovation based on the use of waste heat from LNG industry operations, which has obtained a Simple Patent.

The SOPAN TERI Program is a coastal management initiative based on a circular economy approach that integrates marine waste reduction, technological innovation, and community empowerment to create a sustainable and productive coastal ecosystem.

- Pengurangan **22.738 kg** timbulan limbah aluminium, pemanfaatan limbah polyurethane yang berkontribusi pada penurunan emisi sebesar **740,05 ton CO₂eq**, serta tambahan **570,60 ton CO₂eq** dari optimalisasi pengelolaan limbah lainnya
Reduction of 22,738 kg of aluminum waste generation, utilization of polyurethane waste contributing to emissions reductions of 740.05 tons of CO₂eq, and an additional 570.60 tons of CO₂eq from the optimization of other waste management practices
- **16 ribu** pengurangan sampah botol plastik pada aktivitas budidaya rumput laut dan pengolahan limbah ikan teri sebesar **4,8 ton** yang berkontribusi menurunkan emisi tambahan
Reduction of 16 thousand plastic bottle waste from seaweed cultivation activities and processing of 4.8 tons of anchovy waste, contributing to the reduction of additional emissions

- Peningkatan **pendapatan** dan penguatan **kemandirian ekonomi** masyarakat melalui pengembangan usaha produktif berbasis potensi lokal. Kelompok Telihan Recycle, Menara Marina, dan Lestari Bahari mencatat tambahan manfaat ekonomi berupa hasil penjualan, pendapatan kelompok, kas kelompok, serta efisiensi biaya dengan nilai akumulatif mencapai **Rp1.085.535.976**. Capaian ini menunjukkan kontribusi program dalam menciptakan sumber pendapatan baru sekaligus memperkuat keberlanjutan ekonomi bagi kelompok penerima manfaat.
Improved **income** and strengthened community **economic independence** through the development of productive businesses based on local potential. The Telihan Recycle, Menara Marina, and Lestari Bahari groups recorded additional economic benefits from sales proceeds, group income, group cash reserves, and cost efficiencies, with a cumulative value reaching **Rp1,085,535,976**. This achievement demonstrates the program's contribution to creating new income sources while strengthening the economic sustainability of beneficiary groups.

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- Sebanyak **3 anggota** Telihan Recycle telah berperan sebagai narasumber dalam pelatihan pemilahan sampah sehingga turut mendukung transfer pengetahuan kepada masyarakat
A total of **3 members** of Telihan Recycle have served as resource persons in waste segregation training, thereby supporting knowledge transfer to the community
- Sebanyak **12 orang nelayan** telah mampu mengoperasikan bagan berteknologi sensor sebagai upaya peningkatan efektivitas aktivitas perikanan
A total of **12 fishermen** have been able to operate sensor-based lift net technology to improve the effectiveness of fishing activities
- Sebanyak **26 orang petani** rumput laut memperoleh pengetahuan terkait teknik perawatan bibit untuk mendukung kualitas dan keberlanjutan budidaya rumput laut
A total of **26 seaweed farmers** gained knowledge related to seed maintenance techniques to support the quality and sustainability of seaweed cultivation
- Sebanyak **28 orang** memiliki keterampilan dalam membuat produk turunan ikan teri sehingga dapat mendukung diversifikasi produk dan peningkatan nilai tambah hasil perikanan
A total of **28 people** acquired skills in producing anchovy-derived products, thereby supporting product diversification and increasing the added value of fishery products
- Sebanyak **15 orang** memiliki keterampilan dalam tata kelola usaha pengolahan ikan teri, mencakup pengelolaan usaha yang lebih terstruktur dan berkelanjutan
A total of **15 people** acquired skills in anchovy processing business management, including more structured and sustainable business governance

- Sebanyak **36 mitra** pemasaran di **4 provinsi** menjalin kerja sama dalam penjualan baling-baling, didukung oleh **5 pemangku kepentingan** yang menjadi mitra sekaligus konsumen perahu polyurethane
A total of **36 marketing partners** across **4 provinces** established cooperation in propeller sales, supported by **5 stakeholders** acting as partners and consumers of polyurethane boats
- Program membuka kesempatan magang bagi **12 orang** di Telihan Recycle, serta mendorong keterlibatan **77 orang** dalam kerja sama pengelolaan komoditas pesisir di Lestari Bahari
The program provided internship opportunities for **12 people** at Telihan Recycle and encouraged the involvement of **77 people** in cooperation for coastal commodity management at Lestari Bahari
- Di Kampung Tihi-Tihi, program mendorong terbentuknya **3 kelompok** baru dan meningkatkan semangat gotong royong pada **97 KK**
In Tihi-Tihi Village, the program encouraged the establishment of **3 new groups** and strengthened the spirit of mutual cooperation among **97 households**
- Sebanyak **12 influencer** berpartisipasi dalam mempromosikan wisata Kampung Tihi-Tihi untuk memperluas pengenalan potensi wisata lokal
A total of **12 influencers** participated in promoting tourism in Tihi-Tihi Village to expand awareness of local tourism potential
- Sebanyak **6 unit kelompok** tergabung dalam rantai nilai pengelolaan ikan teri, sehingga memperkuat kolaborasi dan keberlanjutan usaha masyarakat pesisir
A total of **6 group units** were integrated into the anchovy management value chain, thereby strengthening collaboration and the sustainability of coastal community businesses



Manfaat Ekonomi Tidak Langsung dan Pelibatan Pemasok Lokal

Pengelolaan dampak operasi Subholding Upstream terhadap masyarakat juga dilakukan dengan mengoptimalkan pemanfaatan ekonomi tidak langsung dari keberadaan Perusahaan. Salah satu langkah yang dilakukan adalah memberikan akses kepada masyarakat di sekitar unit operasi/unit bisnis guna memanfaatkan infrastruktur yang dibangun PHE untuk keperluan operasi/produksi. Pemanfaatan oleh masyarakat bersifat pro-bono.

[GRI 203-1]

Indirect Economic Benefits and Local Supplier Engagement

The Upstream Subholding's operational impacts on communities is also managed by optimizing the indirect economic benefits from the Company's presence. One of the initiatives undertaken is providing communities surrounding operational/business units with access to infrastructure developed by PT Pertamina Hulu Energi (PHE) for operational and production purposes. Such utilization by the community is provided on a pro bono basis.

[GRI 203-1]

Nilai infrastruktur yang dibangun oleh PHE selama tahun 2025
Value of infrastructures developed by PHE during 2025

USD21,12 Juta | Million



Selain itu juga, ada beberapa bantuan pembangunan infrastruktur untuk dihibahkan kepada masyarakat di sekitar WK. Tujuan dari hibah pembangunan infrastruktur adalah membantu kegiatan masyarakat dalam bidang ekonomi, kesehatan, pendidikan, ibadah, dan pembinaan generasi muda.

In addition, the Company also provided several infrastructure development assistance programs to be granted to communities surrounding the Working Areas (WK). The purpose of these infrastructure grants is to support community activities in the economic, health, education, religious, and youth development sectors.



Pembangunan infrastruktur berupa jembatan akses menuju Sekolah Negeri Terapung di Desa Tani Baru, Kabupaten Kutai Kartanegara, Kalimantan Timur wilayah kerja Pertamina Hulu Mahakam, merupakan salah satu bentuk dukungan Perusahaan dalam meningkatkan aksesibilitas masyarakat terhadap layanan pendidikan. Keberadaan jembatan ini diharapkan dapat mempermudah mobilitas siswa, tenaga pendidik, serta masyarakat sekitar, khususnya dalam menjangkau fasilitas pendidikan secara lebih aman, layak, dan berkelanjutan.

Selain mendukung kelancaran aktivitas belajar mengajar, infrastruktur ini juga menjadi bagian dari komitmen Perusahaan dalam mendorong pemerataan akses pendidikan, khususnya bagi masyarakat di wilayah pesisir dan perairan yang memiliki tantangan geografis. Melalui pembangunan jembatan tersebut, Perusahaan berupaya menghadirkan manfaat nyata bagi masyarakat sekaligus memperkuat kontribusi program CID dalam mendukung peningkatan kualitas hidup dan pembangunan sosial di sekitar wilayah operasi.

The construction of an access bridge to the Floating Public School in Tani Baru Village, Kutai Kartanegara Regency, East Kalimantan, within the working area of Pertamina Hulu Mahakam, is one of the Company's efforts to improve community accessibility to educational services. The bridge is expected to facilitate the mobility of students, educators, and surrounding communities, particularly in accessing educational facilities in a safer, more adequate, and sustainable manner.

In addition to supporting teaching and learning activities, this infrastructure is also a part of the Company's commitment to promoting equitable access to education, particularly for communities in coastal and water-based areas facing geographical challenges. By building the bridge, the Company aims to deliver tangible benefits to the community while strengthening the contribution of its CID programs in supporting improved quality of life and social development around operational areas.





PT Badak NGL pada tahun 2025 memberikan bantuan pembangunan sumur bor di sektor pertanian sebagai bentuk dukungan terhadap peningkatan produktivitas dan ketahanan pangan masyarakat lokal. Program ini hadir untuk menjawab tantangan ketersediaan air yang kerap menjadi kendala utama bagi para petani, terutama pada saat musim kemarau ketika pasokan air untuk kebutuhan irigasi menjadi terbatas.

Melalui penyediaan akses air yang lebih stabil dan berkelanjutan, bantuan sumur bor di Kelurahan Gunung Elai, Kecamatan Bontang Utara, Kota Bontang, Kalimantan Timur ini diharapkan dapat mendukung kelancaran aktivitas pertanian, menjaga kontinuitas masa tanam, serta mengurangi risiko gagal panen akibat keterbatasan air. Selain itu, program ini juga menjadi upaya untuk mendorong kemandirian petani dalam mengelola sumber daya pertanian secara lebih efektif dan produktif.

Dengan adanya infrastruktur pendukung tersebut, sektor pertanian lokal diharapkan dapat berkembang menjadi lebih tangguh, adaptif terhadap perubahan iklim, serta mampu memberikan kontribusi nyata dalam mendukung ketahanan pangan daerah secara berkelanjutan. Program ini sekaligus mencerminkan komitmen PT Badak NGL dalam menghadirkan manfaat yang berdampak langsung bagi masyarakat di sekitar wilayah operasi.

In 2025, PT Badak NGL provided assistance for the construction of artesian wells in the agricultural sector as part of its support for improving local community productivity and food security. The program was introduced to address water availability challenges, which often become a major constraint for farmers, particularly during the dry season when irrigation water supplies are limited.

Through the provision of more stable and sustainable water access, the artesian well assistance in Gunung Elai Subdistrict, North Bontang District, Bontang City, East Kalimantan is expected to support agricultural activities, maintain planting continuity, and reduce the risk of crop failure caused by water shortages. In addition, the program aims to encourage farmers' independence in managing agricultural resources more effectively and productively.

With the availability of such supporting infrastructure, the local agricultural sector is expected to become more resilient, adaptive to climate change, and capable of making tangible contributions to sustainable regional food security. The program also reflects PT Badak NGL's commitment to delivering direct and meaningful benefits to communities surrounding its operational areas.



Pada tahun 2025, Pertamina Drilling menyalurkan bantuan peningkatan sarana pendidikan kepada MI Miftahul Ulum di Desa Kaplongan, Kecamatan Kedokanbunder, Kabupaten Indramayu, Jawa Barat, yang berada di sekitar wilayah operasional Indonesia Drilling Training Center. Bantuan tersebut meliputi pembangunan dua unit toilet serta perbaikan ruang kelas dan fasilitas sekolah yang rusak.

Program ini merupakan wujud komitmen Perusahaan dalam mendukung peningkatan kualitas pendidikan melalui penyediaan lingkungan belajar yang lebih layak, aman, dan nyaman. Melalui dukungan tersebut, Pertamina Drilling berharap dapat memberikan manfaat nyata bagi siswa, tenaga pendidik, dan masyarakat sekitar, sekaligus memperkuat kontribusi perusahaan dalam pembangunan sosial berkelanjutan di wilayah operasi.

In 2025, Pertamina Drilling Services Indonesia provided educational facility improvement assistance to MI Miftahul Ulum Islamic Elementary School in Kaplongan Village, Kedokanbunder District, Indramayu Regency, West Java, located near the Indonesia Drilling Training Center operational area. The assistance included the construction of two toilet units as well as repairs to damaged classrooms and school facilities.

This program reflects the Company's commitment to supporting the improvement of education quality through the provision of a more adequate, safe, and comfortable learning environment. Through this support, Pertamina Drilling aims to deliver tangible benefits for students, educators, and surrounding communities, while strengthening the Company's contribution to sustainable social development within its operational areas.

Bantuan Infrastruktur PAUD Aster

Di Desa Muara, Karawang, Azriel dan para sahabat kecilnya di PAUD Aster tak lagi harus berjalan menempuh jarak 2 kilometer untuk belajar. Dari ruang belajar di rumah warga yang sempit, kini mereka punya "rumah kedua". Sebuah ruang kelas hasil revitalisasi dan alih fungsi dari bangunan lama SMP Satu Atap yang diinisiasi oleh PHE ONWJ. Sejak 2024, Perusahaan telah mendukung pendidikan Azriel dan anak-anak lainnya, diantaranya dengan memberikan bantuan meja belajar dan permainan edukatif yang membangkitkan imajinasi. Setiap senyum mereka adalah bukti bahwa investasi pada pendidikan anak usia dini berperan penting pada perkembangan insan-insan unggul harapan masa depan bangsa.

PAUD Aster Infrastructure Assistance

In Muara Village, Karawang, Azriel and his young friends at PAUD Aster no longer need to walk two kilometers to attend school. From studying in a cramped room inside a resident's house, they now have a "second home", a classroom created through the revitalization and repurposing of a former integrated junior high school building initiated by PHE ONWJ. Since 2024, the Company has supported the education of Azriel and other children by providing study desks and educational games that spark imagination. Every smile from these children reflects how investment in early childhood education plays an important role in nurturing future generations and developing outstanding human capital for the nation.



Unit operasi/unit bisnis yang dikelola entitas anak di setiap WK juga memberikan dampak signifikan ekonomi tidak langsung lain kepada masyarakat. Keberadaan karyawan PHE dan pekerja mitra kerja termasuk kontraktor/vendor/pemasok, menghadirkan penyediaan jasa rumah sewa, warung makan dan restoran, warung kelontong, layanan binatu, dan layanan jasa lainnya. Keberadaan berbagai layanan jasa tersebut membuka lebih banyak lapangan kerja bagi masyarakat setempat. [GRI 203-2]

Dampak ekonomi tidak langsung signifikan lain adalah pelibatan mitra kerja lokal dalam rantai pasok Subholding Upstream. Mitra kerja lokal merupakan badan usaha dalam negeri dan badan usaha nasional yang beroperasi di Indonesia. Keberadaan mitra kerja lokal membuka lebih banyak lapangan kerja bagi masyarakat termasuk warga di sekitar WK. PHE pun mendukung peningkatan kemampuan pemasok lokal dengan mempermudah persyaratan bagi pemasok lokal melalui portal PaDi UMKM, termasuk untuk membantu pemasok memenuhi standar pengadaan Perusahaan, dengan penjelasan lebih lanjut disajikan dalam Laporan Tahunan PHE 2025. Selama 2025, Perusahaan melibatkan 3.005 mitra kerja, berkurang dari 2024 sebanyak 3.567 mitra kerja. Penurunan jumlah mitra kerja disebabkan oleh penerapan agrerasi *demand* melalui penggabungan kontrak, serta berkurangnya kebutuhan pengadaan seiring masih berlakunya sejumlah kontrak jangka panjang yang telah ditetapkan sejak tahun sebelumnya. [GRI 204-1] [SOC-14.C1, A7]

Dari total mitra kerja yang terdaftar di Perusahaan, ada 2.848 mitra kerja lokal (Perusahaan Dalam Negeri/PDN) atau 94,78%, sementara mitra kerja nasional ada 153 atau 5,09%, dan mitra kerja internasional ada 4 atau 0,13%. Total nilai kontrak pengadaan untuk mitra kerja lokal di 2025 mencapai USD5.340,28 juta atau 99,87% dari total nilai kontrak pengadaan. Jumlah tersebut berkurang USD1.711,40 juta atau 24,27% dari 2024 sebesar USD7.056,14 juta. [GRI 204-1] [SOC-14.A1, A7]

Operating units/business units managed by subsidiaries in each WK also provide other significant indirect economic benefits to communities. The presence of PHE employees and workers from partner organizations, including contractors, vendors, and suppliers, creates demand for rental housing services, food stalls and restaurants, grocery stores, laundry services, and other services. The presence of these service businesses creates more employment opportunities for local communities. [GRI 203-2]

Another significant indirect economic impact is the involvement of local business partners in the Upstream Subholding supply chain. Local business partners refer to domestic and national business entities that operate in Indonesia. The presence of local business partners creates more employment opportunities for communities, including residents living around the WK. PHE also supports the capacity development of local suppliers by facilitating requirements for local suppliers through the PaDi UMKM portal, including to help them meet the Company's procurement standards, with further details presented in the PHE 2025 Annual Report. During 2025, the Company engaged 3,005 business partners, decreasing from 3,567 business partners in 2024. The decrease in the number of contractors was driven by the implementation of demand aggregation through contract consolidation, as well as reduced procurement needs due to the continued validity of several long-term contracts established in previous years. [GRI 204-1] [SOC-14.C1, A7]

Of the total business partners registered with the Company, 2,848 or 94.78% were local business partners (Domestic Companies/PDN), while 153 or 5.09% were national business partners, and 4 or 0.13% were international business partners. The total procurement contract value for local business partners in 2025 reached USD5,340.28 million, representing 99.87% of the total procurement contract value. This amount decreased by USD1,711.40 million, or 24.27%, from USD7,056.14 million in 2024. [GRI 204-1] [SOC-14.A1, A7]

Jumlah Mitra Kerja Barang dan Jasa

Number of Goods and Services Business Partners

Jenis Mitra Kerja Type of Business Partner	2025		2024		2023	
	Jumlah Total	%	Jumlah Total	%	Jumlah Total	%
Badan Usaha Dalam Negeri Domestic Business Entity	2.848	94,78	3.346	93,80	3.717	93,16
Badan Usaha Nasional National Business Entity	153	5,09	216	6,06	270	6,77
Badan Usaha Luar Negeri Foreign Business Entity	4	0,13	5	0,14	3	0,07
Jumlah Total	3.005	100,00	3.567	100,00	3.990	100,00

Nilai Kontrak Pengadaan Barang dan Jasa

Procurement Contract Value for Goods and Services

Jenis Mitra Kerja Type of Business Partner	2025		2024		2023	
	USD Juta USD Million	%	USD Juta USD Million	%	USD Juta USD Million	%
Badan Usaha Dalam Negeri Domestic Business Entity	4.488,79	83,95	5.477,71	77,63	5.266,20	83,37
Badan Usaha Nasional National Business Entity	851,49	15,92	1.573,97	22,31	1.046,76	16,57
Badan Usaha Luar Negeri Foreign Business Entity	6,80	0,13	4,46	0,06	3,51	0,06
Jumlah Total	5.347,08	100,00	7.056,14	100,00	6.316,47	100,00

Pelibatan mitra kerja lokal juga berdampak ekonomi tidak langsung yang signifikan bagi penguatan industri dalam negeri, melalui pemenuhan Tingkat Komponen Dalam Negeri (TKDN) di sektor hulu migas. Keberadaan mitra kerja memberikan efek berantai bagi industri dalam negeri seiring dengan peningkatan TKDN karena PHE mewajibkan penggunaan komponen dari sumber-sumber di dalam negeri dan hanya dapat digantikan bila memang tidak tersedia di dalam negeri. Hingga akhir 2025, Subholding Upstream mencatatkan realisasi TKDN barang dan jasa sebesar 63,98%. Capaian tersebut lebih tinggi dari realisasi TKDN barang dan jasa di 2024 sebesar 61,06%. [SOC-14.A2, A5]

Asesmen Kriteria Sosial dan Lingkungan terhadap Pemasok [GRI 308-1, 308-2, 414-1, 414-2]

PHE mendorong seluruh mitra kerja Subholding Upstream untuk turut serta bertanggung jawab meminimalkan dampak kegiatan mereka terhadap masyarakat. Langkah yang dilakukan adalah melakukan asesmen menggunakan kriteria sosial, yang diselaraskan dengan berbagai ketentuan yang diterapkan Perusahaan, di antaranya: [SOC-2.C1, C2] [SOC-3.C3]

- Memastikan mitra kerja mematuhi praktik-praktik ketenagakerjaan sesuai UU No. 13 Tahun 2003 yang telah diubah sebagian oleh UU No. 6 Tahun 2023 tentang Penetapan Perpu No. 2 Tahun 2022 tentang Cipta Kerja menjadi Undang-Undang;

The involvement of local business partners also generates significant indirect economic impacts in strengthening domestic industries through the fulfillment of Local Content Requirements (TKDN) in the upstream oil and gas sector. The presence of business partners creates a multiplier effect for domestic industries as TKDN increases, since PHE requires the use of components sourced domestically and only allows substitutes when such components are unavailable in Indonesia. By the end of 2025, the Upstream Subholding recorded a realization of TKDN for goods and services of 63.98%. This achievement was higher than the 2024 realization of 61.06%. [SOC-14.A2, A5]

Supplier Assessment Based on Social and Environmental Criteria [GRI 308-1, 308-2, 414-1, 414-2]

PHE encourages all business partners within the Upstream Subholding to take responsibility for minimizing the impacts of their activities on communities. One of the measures taken is conducting assessments using social criteria aligned with various Company regulations, including: [SOC-2.C1, C2] [SOC-3.C3]

- Ensuring that business partners comply with labor practices in accordance with Law No. 13 of 2003, as partially amended by Law No. 6 of 2023 concerning the enactment of Government Regulation in Lieu of Law No. 2 of 2022 on Job Creation into Law;

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| <ol style="list-style-type: none"> 2. Memastikan mitra kerja menghormati HAM sesuai Kebijakan untuk Menjamin Hak Asasi Manusia dalam Bisnis Pertamina Hulu Energi; 3. Memastikan mitra kerja mematuhi ISO 37001:2016 Sistem Manajemen Anti Penyuapan, Pedoman Tata Kerja No. PTK-007/SKKIA0000/2023/S9 (Revisi-05) beserta perubahannya, Petunjuk Pelaksanaan Tender SKK Migas No. EDR-0143/SKKIH0000/2023/S0 beserta perubahannya serta Pedoman Pengadaan Barang/Jasa No. A7-001/PHE52000/2021-S9 (Revisi 1) untuk memastikan proses pengadaan yang bersih dan bebas korupsi; 4. Melakukan pengawasan kepatuhan terhadap Contractor Safety Management System (CSMS) untuk menjamin keselamatan kerja penyedia barang dan jasa; 5. Melakukan pengawasan mitra kerja melalui Service Performance Review (SPR) untuk memastikan kualitas layanan secara berkelanjutan. | <ol style="list-style-type: none"> 2. Ensuring that business partners respect human rights in accordance with the Policy on Ensuring Human Rights in Pertamina Hulu Energi's Business Activities; 3. Ensure that contractors comply with ISO 37001:2016 Anti-Bribery Management System, Work Procedure Guidelines No. PTK-007/SKKIA0000/2023/S9 (Revision-05) and its amendments, SKK Migas Tender Implementation Guidelines No. EDR-0143/SKKIH0000/2023/S0 and its amendments, as well as Procurement Guidelines No. A7-001/PHE52000/2021-S9 (Revision 1), in order to ensure a clean and corruption-free procurement process; 4. Monitoring compliance with the Contractor Safety Management System (CSMS) to ensure the occupational safety of goods and service providers; 5. Monitoring business partners through Service Performance Reviews (SPR) to ensure sustainable service quality. |
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Selama 2025, ada 609 pemasok yang menjalani asesmen dengan kriteria sosial dan lingkungan, atau 20% dari total 3.005 pemasok terdaftar di Subholding Upstream. PHE melakukan asesmen berdasarkan PTK-005/SKKMA0000/2018/S0, seperti kebijakan K3LL dan manajemen risiko terkait K3LL. Berdasarkan hasil asesmen, terdapat 7% pemasok baru yang tidak memenuhi kriteria asesmen yang dimaksud antara lain tidak memenuhi standar kelulusan untuk pekerjaan risiko menengah dan risiko tinggi.

During 2025, 609 suppliers underwent assessments based on social and environmental criteria, representing 20% of the total 3,005 suppliers registered in the Upstream Subholding. PHE conducted the assessments based on PTK-005/SKKMA0000/2018/S0, including HSSE policies and HSSE-related risk management. Based on the assessment results, 7% of new suppliers did not meet the assessment criteria, including failing to meet the passing standards for medium- and high-risk work.

Kami telah menindaklanjuti kondisi tersebut dengan melakukan pembinaan kepada mitra kerja melalui kegiatan sosialisasi dan konsultasi *one-on-one* pada saat Vendor Day dan *Supplier Engagement*. Jumlah kegiatan pembinaan CSMS selama tahun 2025 sebanyak 65 kali. Berdasarkan tindak lanjut yang dilakukan, sebanyak 35% pemasok telah menyatakan kesediaan mereka untuk meningkatkan pengelolaan lingkungan pada perusahaan mereka.

The Company followed up on these conditions by providing guidance to business partners through dissemination activities and one-on-one consultations during Vendor Day and Supplier Engagement events. A total of 65 CSMS coaching activities were conducted throughout 2025. Based on these follow-up efforts, 35% of suppliers expressed their willingness to improve environmental management within their companies.

PHE memiliki wadah untuk menampung keluhan dari masyarakat, termasuk jika terjadi risiko pelanggaran HAM melalui 'SCM Contact Us'. Sepanjang 2025, tidak terdapat laporan terkait pemasok yang terindikasi melakukan pelanggaran atas kriteria sosial, lingkungan, dan HAM maupun dampak negatif terhadap masyarakat.

PHE provides a channel for receiving complaints from the public, including potential human rights violation risks, through "SCM Contact Us". Throughout 2025, there were no suppliers identified as violating social, environmental, or human rights criteria, nor causing negative impacts on communities.

Kebijakan Hak Asasi Manusia (HAM) [OG 11.16.2] [SOC-1.C1]

Penerapan HAM di Subholding Upstream diatur dalam Kebijakan untuk Menjamin Hak Asasi Manusia dalam Bisnis Pertamina Hulu Energi, yang disusun dengan merujuk pada hak-hak mendasar di tempat kerja berdasarkan delapan Konvensi Inti International Labour Organization (ILO). Rujukan lain antara lain prinsip-prinsip United Nations Guiding Principles on Business and Human Rights (UNGP), United Nations Global Compact (UNGC), dan United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP). Kami melakukan sosialisasi kebijakan HAM kepada pekerja dan pimpinan melalui Pelatihan Industrial Relations for Leaders dengan peserta Manager dan Senior Manager. [SOC-1.A1] [SOC-1.C4]

Human Rights Policy [OG 11.16.2] [SOC-1.C1]

The implementation of human rights within the Upstream Subholding is governed by the Policy on Ensuring Human Rights in Pertamina Hulu Energi's Business Activities, which was developed with reference to fundamental rights at work based on the eight core conventions of the International Labour Organization. Other references include the principles of the United Nations Guiding Principles on Business and Human Rights, the United Nations Global Compact, and the United Nations Declaration on the Rights of Indigenous Peoples. We disseminate the human rights policy to employees and leaders through Industrial Relations for Leaders training attended by Managers and Senior Managers. [SOC-1.A1] [SOC-1.C4]



Secara berkala, kami melakukan pemantauan penerapan kebijakan HAM melalui beberapa mekanisme, di antaranya uji tuntas (*due diligence*) HAM berdasarkan indikator-indikator dalam Penilaian Risiko Bisnis dan HAM (PRISMA) dari Kementerian HAM. Uji tuntas meliputi seluruh (100%) proses bisnis di Subholding Upstream, dengan hasil meraih skor 111 dan Predikat Hijau. Selama 2025, Perusahaan tidak menghadapi sangkaan pelanggaran HAM. [GRI 406-1] [SOC-1.A2, A3] [SOC-2.A3] [SASB EM-EP-210a.3]

Sesuai kebijakan HAM, Perusahaan memberikan akses ke pihak-pihak untuk mekanisme pemulihan dengan melakukan partisipasi efektif dari masyarakat yang terpengaruh proyek dan aset Perusahaan. Partisipasi efektif dari masyarakat dilaksanakan berdasarkan prinsip-prinsip rasa hormat, kepekaan budaya, integritas, tanggung jawab, transparansi, itikad baik, dan nondiskriminasi. [SOC-1.C2]

Kami memasukkan aspek HAM sebagai KPI 2025 pada jabatan Direktur SDM & Penunjang Bisnis, serta pada jabatan Vice President Human Capital PHE. Selain itu, PHE juga membuat kebijakan dan pedoman turunan terkait HAM di tingkatan operasional, seperti Pedoman Pengimplementasian HAM dalam Pengamanan. Penerapan KPI menjadi salah satu mekanisme pengukuran penerapan HAM di Subholding Upstream. [SOC-1.C5]

Sampai dengan akhir 2025, kami menyertakan klausul HAM dalam kontrak kerja dengan klausul "Menjunjung tinggi prinsip-prinsip Hak Asasi Manusia dan antidiskriminasi kepada semua pihak dalam lingkungan kerja dan mendukung segala upaya menciptakan *Respectful workplace* sebagaimana yang berlaku dalam Ketentuan Perusahaan". Kami memastikan seluruh pvelaksanaan pekerjaan dijalankan sesuai dengan kebijakan untuk menghormati hak asasi manusia. [SOC-2.A2]

Hak Masyarakat Adat [OG 11.16.2, 11.17.3] [SOC-10.C1] [SASB EM-EP-210a.1]

Selama ini PHE tidak berinteraksi atau berhubungan langsung dengan keberadaan masyarakat adat yang dipetakan oleh Kementerian Perencanaan Pembangunan Nasional atau Badan Perencanaan Pembangunan Nasional (2013). Dengan demikian, kami tidak dapat menyampaikan informasi keberadaan masyarakat adat/penduduk asli di sekitar wilayah operasi. [SASB EM-EP-210a.2]

Namun demikian, kami akan menjunjung tinggi keberadaan hak-hak masyarakat adat, seperti hak atas kepemilikan tanah, hak sosial, hak ekonomi, hak budaya, serta hak partisipasi efektif masyarakat adat. Perusahaan juga akan melibatkan masyarakat adat/penduduk asli serta menghargai hak kolektif dan aspirasi mereka terhadap rencana pengembangan program yang diusulkan pada wilayah mereka, jika keberadaan mereka diketahui. [SOC-11.C1, C2]

We regularly monitor the implementation of the human rights policy through several mechanisms, including human rights due diligence based on indicators in the Business and Human Rights Risk Assessment (PRISMA) developed by the Ministry of Human Rights. The due diligence covers all (100%) business processes within the Upstream Subholding and resulted in a score of 111 with a Green Rating. During 2025, the Company did not face any allegations of human rights violations. [GRI 406-1] [SOC-1.A2, A3] [SOC-2.A3] [SASB EM-EP-210a.3]

In accordance with the human rights policy, the Company provides access to remedy mechanisms for relevant parties by ensuring the effective participation of communities affected by the Company's projects and assets. Effective community participation is implemented based on the principles of respect, cultural sensitivity, integrity, accountability, transparency, good faith, and non-discrimination. [SOC-1.C2]

We incorporated human rights aspects into the 2025 KPI for the Director of Human Capital & Corporate Services, as well as for the Vice President of Human Capital of PHE. In addition, PHE has established derivative policies and guidelines related to human rights at the operational level, such as the Guideline for Implementing Human Rights in Security Practices. KPI implementation serves as one of the mechanisms for measuring the implementation of human rights within the Upstream Subholding. [SOC-1.C5]

As of the end of 2025, we included a human rights clause in employment contracts stating: "Upholding the principles of Human Rights and anti-discrimination toward all parties in the workplace and supporting all efforts to create a respectful workplace in accordance with Company Regulations". We ensure that all work activities are carried out in line with the policy to respect human rights. [SOC-2.A2]

Indigenous Peoples' Rights [OG 11.16.2, 11.17.3] [SOC-10.C1] [SASB EM-EP-210a.1]

To date, PHE has not directly interacted or engaged with indigenous peoples identified by the Ministry of National Development Planning/ National Development Planning Agency (2013). Therefore, we do not provide information regarding the presence of indigenous peoples/ native communities around our operational areas. [SASB EM-EP-210a.2]

Nevertheless, we uphold the rights of indigenous peoples, including land ownership rights, social rights, economic rights, cultural rights, and the right to effective participation. The Company will also involve indigenous peoples/native communities and respect their collective rights and aspirations regarding any proposed development plans in their areas, if their presence is identified. [SOC-11.C1, C2]

Sepanjang 2025, tidak terdapat konflik/pelanggaran hak masyarakat adat/penduduk asli di seluruh WK Subholding Upstream. Namun demikian, kami sudah memetakan potensi adanya dinamika perbedaan pendapat dengan masyarakat adat/penduduk asli jika terdapat di WK tertentu. Potensi konflik ini, di antaranya kebutuhan tenaga kerja lokal, infrastruktur, kesehatan, dan pendidikan. [GRI 411-1] [SOC-9.A2]

Selama 2025, tidak ada kegiatan pengembangan wilayah yang diikuti dengan pembebasan lahan milik masyarakat adat/penduduk asli atau pemindahan hunian mereka ke lokasi lain. Secara prinsip, jika terjadi proses pembebasan lahan, maka akan dilakukan sesuai dengan UU No. 2 Tahun 2012 tentang Pengadaan Tanah bagi Pembangunan untuk Kepentingan Umum. Perusahaan juga akan mengedepankan pendekatan persuasif dengan pemilik tanah dan menghindari segala bentuk pemaksaan. [SOC-11.C1, C2, A1, A2]

PHE menjalankan 28 program CID yang berhubungan dengan masyarakat adat, salah satunya adalah program Beasiswa Masyarakat Adat Sobat Bumi (MASOBI) yang dilaksanakan bekerja sama dengan PT Pertamina (Persero), Pertamina Foundation (PF), dan Universitas Pertamina. Program ini berfokus pada perluasan akses beasiswa pendidikan perguruan tinggi bagi masyarakat adat sebagai implementasi aspek sosial dalam LST, khususnya pemenuhan hak atas pendidikan. MASOBI juga mendukung pencapaian TPB Tujuan 4 (Pendidikan Berkualitas). Melalui program ini, 7 putra-putri masyarakat adat dari Suku Samin, Suku Miyah, Suku Dayak Tunjung, Suku Dayak Abai, dan Suku Lundayeu memperoleh kesempatan menempuh pendidikan Strata 1 di Universitas Pertamina. [GRI 413-2]

Transisi Energi Berkeadilan

Kami memastikan Perusahaan berbagi manfaat dalam proses transisi energi pada karyawan dan masyarakat di sekitar WK, termasuk kelompok rentan yakni perempuan, lansia, anak-anak, dan penyandang disabilitas. Hingga 2025, Subholding Upstream menerapkan beberapa program untuk mendukung transisi energi, tanpa disertai pengurangan kegiatan operasi dan produksi yang diikuti pemutusan hubungan kerja. Sebaliknya, kami meningkatkan produksi gas bumi dan memanfaatkan CO₂ untuk mendorong kenaikan produksi minyak melalui *enhanced oil recovery* (EOR). Di 2025, Perusahaan bahkan merekrut pekerja baru.

PHE menerapkan *dual growth strategy*, yakni memaksimalkan bisnis eksisting melalui peningkatan produksi hulu disertai dekarbonisasi melalui efisiensi operasi dan pemanfaatan gas buang. Di sisi lain, kami juga mengembangkan bisnis rendah karbon melalui pengembangan teknologi CCS/CCUS serta meningkatkan pemanfaatan EBT. Strategi pertumbuhan ganda menjadikan PHE tetap mampu menjaga produksi migas dan ketahanan energi nasional, namun juga meningkatkan reduksi emisi GRK dan bauran energi.

Throughout 2025, there were no conflicts or violations related to the rights of indigenous peoples/native communities across all Working Areas (WA) of the Upstream Subholding. However, we have identified the potential for differing opinions with indigenous peoples/native communities should they be present in certain WAs. These potential conflicts may relate to local employment needs, infrastructure, healthcare, and education. [GRI 411-1] [SOC-9.A2]

During 2025, there were no regional development activities involving land acquisition from indigenous peoples/native communities or relocation of their settlements. In principle, if land acquisition were to occur, it would be carried out in accordance with Law No. 2 of 2012 concerning Land Acquisition for Development in the Public Interest. The Company would also prioritize a persuasive approach with landowners and avoid any form of coercion. [SOC-11.C1, C2, A1, A2]

PHE implemented 28 CID programs related to indigenous communities, one of which is the MASOBI Indigenous Community Scholarship Program, carried out in collaboration with PT Pertamina (Persero), Pertamina Foundation, and Pertamina University. This program focuses on expanding access to higher education scholarships for indigenous communities as part of the social aspect of ESG, particularly the fulfillment of the right to education. MASOBI also supports the achievement of SDG 4: Quality Education. Through this program, seven indigenous students from the Samin, Miyah, Dayak Tunjung, Dayak Abai, and Lundayeh tribes were given the opportunity to pursue undergraduate education at Pertamina University. [GRI 413-2]

Just Energy Transition

We ensure that the Company shares the benefits of the energy transition process with employees and communities surrounding the Working Areas (WK), including vulnerable groups such as women, the elderly, children, and persons with disabilities. Throughout 2025, the Upstream Subholding has implemented several programs to support the energy transition without reducing operational and production activities or layoff. On the contrary, we have increased natural gas production and utilized CO₂ to increase oil production through *enhanced oil recovery* (EOR). In 2025, the Company also recruited new employees.

PHE implements a *dual growth strategy*, namely maximizing existing businesses through increased upstream production accompanied by decarbonization through operational efficiency and the utilization of waste gas. At the same time, we are also developing low-carbon businesses through the advancement of CCS/CCUS technologies and increasing the utilization of NRE. This dual growth strategy enables PHE to maintain oil and gas production and national energy security while also increasing GHG emission reductions and the renewable energy mix.



PHE Menjaga Lingkungan dan Melestarikan Alam

PHE Protects the Environment and Preserves Nature

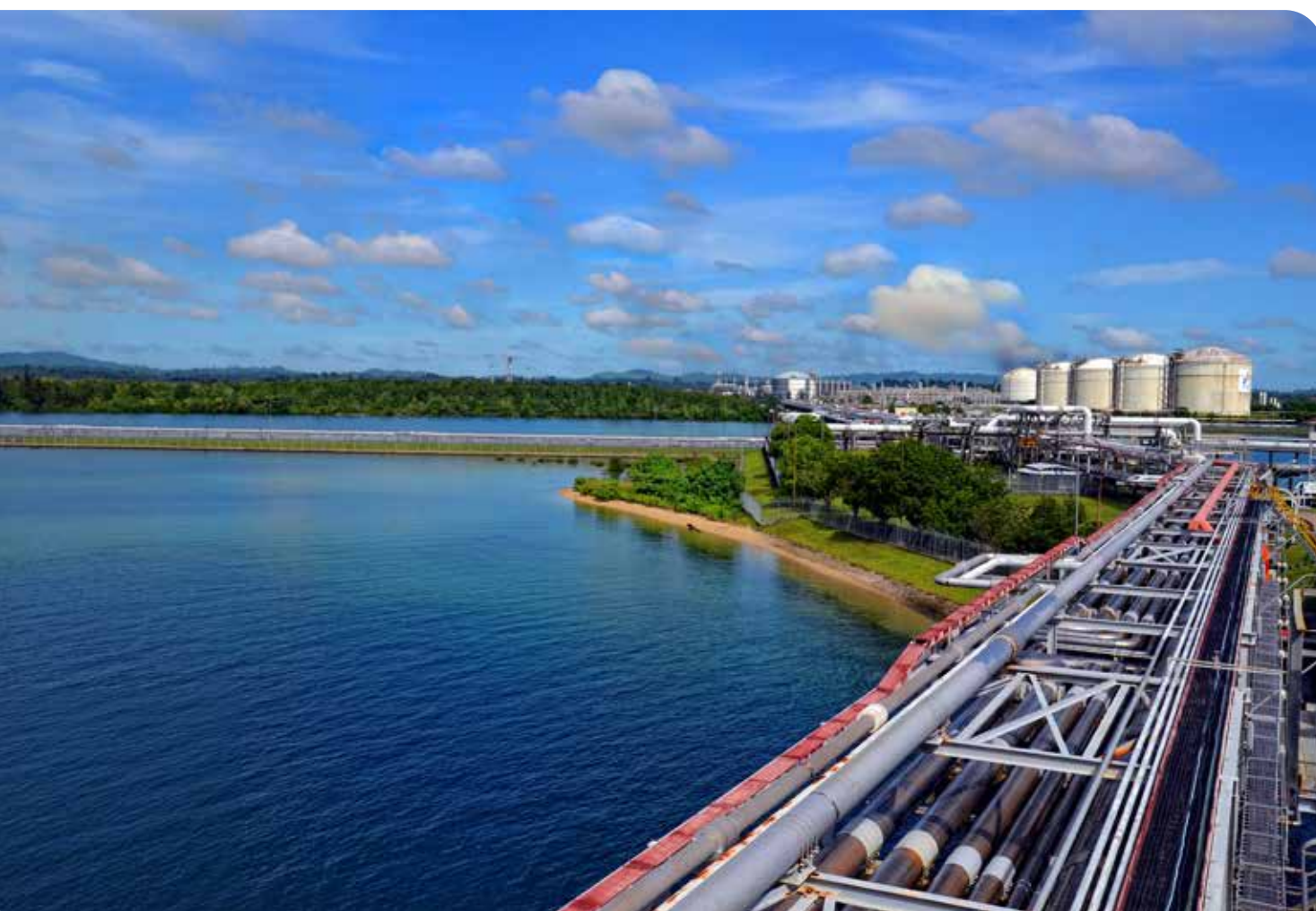
PT Pertamina Hulu Energi (PHE) terus meningkatkan penerapan keberlanjutan di seluruh operasi dan bisnis yang dijalankan, sehingga mampu menjaga keseimbangan antara kebutuhan energi dengan perlindungan lingkungan.

PT Pertamina Hulu Energi continues to strengthen the implementation of sustainability across all of its operations and business activities, enabling the Company to maintain a balance between energy needs and environmental protection.



Transisi dan Mitigasi Iklim

Climate Transition and Mitigation



Rencana Transisi untuk Mitigasi Perubahan Iklim

PHE menerapkan transisi energi guna memitigasi perubahan iklim melalui dekarbonisasi operasional dan diversifikasi bisnis ke sektor energi bersih. Kami terus mendorong penggunaan energi bersih dan mendukung komitmen nasional menurunkan emisi GRK di sektor energi pada 2030 sebesar 31,89% tanpa syarat dan 43,20% dengan bantuan internasional, sesuai asumsi yang tertuang dalam dokumen Enhanced NDC 2022, sebagai upaya menahan laju kenaikan suhu bumi 1,5°C yang memicu pemanasan global. [GRI 102-1]

Transition Plan for Climate Change Mitigation

PHE implements the energy transition to mitigate climate change through operational decarbonization and business diversification into the clean energy sector. We continue to promote the use of clean energy and support the national commitment to reduce GHG emissions in the energy sector by 31.89% unconditionally and 43.20% with international support by 2030, in accordance with the assumptions outlined in the Enhanced NDC 2022 document, as part of efforts to limit global temperature rise to 1.5°C and prevent global warming. [GRI 102-1]

Transisi energi dijalankan melalui pemanfaatan dan pengembangan energi baru dan terbarukan (EBT) serta penerapan teknologi ramah lingkungan, dengan mengalokasikan biaya investasi sebesar USD202,9 juta atau 82,41% dari total investasi keberlanjutan PHE di 2025. Transisi energi dijalankan menyatu dengan kegiatan operasional dan bisnis PHE, yakni akselerasi produksi dan cadangan gas bumi, efisiensi energi, pemanfaatan gas suar, serta pengembangan teknologi *carbon capture storage/carbon capture and utilization storage* (CCS/CCUS). Transisi energi PHE akan mendukung target bauran energi nasional sebesar 23% di 2030, sejalan dengan Kebijakan Energi Nasional (KEN) terbaru. [GRI 102-1] [CCE-2.C2] [CCE-3.A1]

Transisi energi dijalankan secara berkeadilan, inklusif dan berkelanjutan, termasuk terhadap karyawan dengan mengakselerasi *lifting* gas bumi sehingga tidak ada pengurangan kegiatan operasional yang berdampak pengurangan karyawan. Kami juga memberi akses terhadap EBT kepada masyarakat di sekitar wilayah operasi melalui Program Desa Energi Berdikari. Melalui transisi energi berbasis alam (*nature base solution/NBS*), PHE mendukung konservasi keanekaragaman hayati. [GRI 102-1]

PHE melakukan pendekatan ke berbagai pihak terkait kebijakan publik mengenai transisi energi di sektor hulu energi, di antaranya dalam pengembangan teknologi CCS/CCUS. Di tingkat nasional, PHE melakukan Rapat Kerja dengan beberapa kementerian dan SKK Migas. Di tingkat global, PHE menghadiri berbagai forum, seperti Asia Pacific CCUS Conference & Exhibition 2025 di Kuala Lumpur, Malaysia, serta bekerja sama dengan berbagai lembaga multinasional. [GRI 102-1] [CCE-3.A3]

Rencana Adaptasi Perubahan Iklim

PHE menyadari dampak dari kegiatan operasionalnya terhadap emisi yang dapat memengaruhi perubahan iklim dan kualitas udara. Kondisi tersebut akan berdampak terhadap lingkungan serta makhluk hidup. Namun perubahan iklim juga membuka peluang bagi PHE untuk mengembangkan EBT yang lebih ramah lingkungan. Adaptasi perubahan iklim yang dijalankan PHE tidak berdampak terhadap karyawan karena tidak ada unit operasional/unit bisnis yang berhenti beroperasi akibat terdampak perubahan iklim. Penghentian operasi tiga lapangan di Region 1 Sumatra yakni NSO, Rantau dan Pangkalan Susu akibat banjir bandang di Sumatra hanya berlangsung sementara. Adaptasi perubahan iklim juga berdampak pengaruh positif bagi masyarakat melalui pemenuhan tanggung jawab sosial dan lingkungan. [GRI 102-2]

Sejalan dengan Kebijakan Keberlanjutan, PHE melakukan adaptasi terhadap perubahan iklim dengan mengintegrasikannya ke dalam strategi bisnis dan operasional perusahaan. Kami berinvestasi dalam EBT, efisiensi energi, pengembangan infrastruktur yang lebih tahan terhadap perubahan iklim, mengembangkan sistem peringatan dini, memasang stasiun cuaca, serta menyusun rencana evakuasi bagi karyawan guna memastikan respons yang cepat dan efektif terhadap kondisi darurat. [GRI 102-2] [CCE-2.C2]

The energy transition is carried out through the utilization and development of new and renewable energy, as well as the implementation of environmentally friendly technologies, with investment expenditure amounting to USD 202.9 million, or 82.41% of PHE's total sustainability investment in 2025. The energy transition is integrated into PHE's operations and business activities, including the acceleration of natural gas production and reserves, energy efficiency, flare gas utilization, and the development of *carbon capture storage/carbon capture, utilization, and storage* (CCS/CCUS) technologies. PHE's energy transition supports the national energy mix target of 23% by 2030, in line with the latest National Energy Policy (KEN).

[GRI 102-1] [CCE-2.C2] [CCE-3.A1]

The energy transition is implemented in a just, inclusive, and sustainable manner, including for employees, by accelerating natural gas lifting so that there is no reduction in operational activities that would affect employment. We also provide communities around operational areas with access to renewable energy through the Energy Independent Village Program. Through nature-based solutions (NBS), PHE supports biodiversity conservation. [GRI 102-1]

PHE engages with various stakeholders regarding public policies on the energy transition in the upstream energy sector, including the development of CCS/CCUS technology. At the national level, PHE conducts working meetings with several ministries and SKK Migas. At the global level, PHE participates in various forums, such as the Asia Pacific CCUS Conference & Exhibition 2025 in Kuala Lumpur, and collaborates with various multinational institutions. [GRI 102-1] [CCE-3.A3]

Climate Change Adaptation Plan

PHE recognizes the impact of its operational activities on emissions that may affect climate change and air quality. These conditions may have consequences for the environment and living organisms. However, climate change also creates opportunities for PHE to develop more environmentally friendly renewable energy. The climate adaptation measures implemented by PHE do not adversely affect employees, as no operational units or business units have ceased operations due to climate-related impacts. The shutdown of three fields in Region 1 Sumatra NSO, Rantau, and Pangkalan Susu due to flash floods in Sumatra was only temporary. Climate adaptation also has a positive impact on communities through the fulfillment of Social and Environmental Responsibility (CSR). [GRI 102-2]

In line with the Sustainability Policy, PHE integrates climate change adaptation into its business and operational strategies. We invest in renewable energy, energy efficiency, the development of more climate-resilient infrastructure, the establishment of early warning systems, the installation of weather stations, and the preparation of evacuation plans for employees to ensure a fast and effective response to emergency situations. [GRI 102-2] [CCE-2.C2]



Tata Kelola Perubahan Iklim [GRI 102-1, 102-2]

[CCE-1.C1, C2, C3, C4] [SASB EM-EP-160a.1]

Tata kelola perubahan iklim menjadi bagian tak terpisahkan dari tata kelola keberlanjutan. Strategi, tindakan, dan target mengenai iklim ditinjau dan disetujui oleh Direktur Utama serta seluruh anggota Direksi yang tergabung dalam Komite Keberlanjutan. Evaluasi dan pemantauan pencapaian target dan penerapan perubahan iklim diawasi secara langsung oleh Dewan Komisaris.

Implementasi strategi iklim merupakan tanggung jawab Direktur Pengembangan & Produksi, yang meliputi pencapaian dekarbonisasi dan proyek hijau, perubahan iklim, integritas sumur dan pengelolaan sistem, serta pengelolaan sumur lepas pantai. Direktur Pengembangan & Produksi dibantu oleh Environmental Manager, yang berada di bawah pengawasan VP HSSE. Seluruh penerapan dan pengelolaan iklim menjadi bagian dari target dalam *key performance indicator* (KPI) HSSE. [GRI 102-2]

Selama periode pelaporan, PHE melanjutkan pelaksanaan beberapa hal guna memperkuat tata kelola perubahan iklim:

1. Perusahaan menerapkan sejumlah kebijakan dan prosedur untuk mengelola risiko LST yang mendukung mitigasi dan transisi iklim, antara lain Kebijakan Keberlanjutan dan Kebijakan HSSE;
2. Perusahaan melakukan proses penilaian risiko iklim dipimpin oleh Komite ESG dan melibatkan masukan dari berbagai pemangku kepentingan;
3. Perusahaan menerapkan rencana manajemen risiko iklim yang mencakup strategi, investasi, dan pengembangan langkah adaptasi.

Climate Change Governance [GRI 102-1, 102-2]

[CCE-1.C1, C2, C3, C4] [SASB EM-EP-160a.1]

Climate change governance is an integral part of sustainability governance at PT Pertamina Hulu Energi. Climate-related strategies, actions, and targets are reviewed and approved by the Chief Executive Officer and all members of the Board of Directors who are part of the Sustainability Committee. The evaluation and monitoring of climate target achievement and climate change implementation are directly supervised by the Board of Commissioners.

The implementation of climate strategy is the responsibility of the Director of Development & Production, covering decarbonization and green projects, climate change, well integrity and system management, as well as offshore well management. The Director of Development & Production is supported by the Environmental Manager, who operates under the supervision of the Vice President of HSSE. All climate-related implementation and management are incorporated into HSSE key performance indicator (KPI) targets. [GRI 102-2]

During the reporting period, PHE continued implementing several initiatives to strengthen climate change governance:

1. The Company implemented several policies and procedures to manage ESG risks that support climate mitigation and transition, including the Sustainability Policy and HSSE Policy;
2. The Company conducted climate risk assessment processes led by the ESG Committee and involving input from various stakeholders;
3. The Company implemented climate risk management plans covering strategies, investments, and the development of adaptation measures.



Strategi Mengelola Perubahan Iklim [CCE-1.A1]

[CCE-2.C2, C3] [CCE-5.C1]

Strategi terhadap perubahan iklim dan keberlanjutan dijalankan dalam berbagai skenario dan bertumpu pada tiga aktivitas:

1. Produksi Minyak dan Gas Alam yang Efisien dan Bertanggung Jawab
 - Bahan bakar dengan emisi karbon lebih rendah: Sejak 2015, PHE telah mengalihkan bauran produksi ke gas alam yang lebih bersih dari bahan bakar fosil lain. Perusahaan juga memprioritaskan penjualan minyak di dalam negeri guna mengurangi jejak karbon dari pengangkutannya.
 - Bahan bakar yang diproduksi secara bertanggung jawab: PHE memastikan setiap produk dihasilkan dengan cara yang beretika, menghormati hak pekerja, serta memperhatikan keterlibatan dan kesejahteraan masyarakat sekitar.
 - Transparansi dan pelaporan: PHE mencatat pemantauan emisi GRK, penggunaan energi, dan indikator lingkungan lainnya, yang mendukung pencapaian target pengurangan emisi.
2. Implementasi Solusi Efektif untuk Pengurangan Emisi
 - Peningkatan efisiensi energi: Berbagai inisiatif efisiensi energi dan optimalisasi operasional diterapkan untuk meminimalkan jejak karbon serta mengurangi emisi GRK.
 - Penurunan intensitas emisi GRK: PHE berkomitmen mengurangi emisi yang dihasilkan dari kegiatan produksi, dengan fokus utama pada pengelolaan emisi metana.
3. Pengembangan Teknologi dan Inovasi dalam Produksi Energi
 PHE secara aktif mengeksplorasi teknologi dan proses baru untuk mengidentifikasi solusi yang dapat diterapkan dalam produksi energi konvensional maupun EBT. Perusahaan juga terus mengembangkan keahlian internal di bidang rekayasa, geosains, dan pengeboran guna memperluas pemanfaatan energi alternatif.

Strategy for Managing Climate Change [CCE-1.A1]

[CCE-2.C2, C3] [CCE-5.C1]

Climate change and sustainability strategies are implemented in various scenarios and are built around three key activities:

1. Efficient and Responsible Oil and Natural Gas Production
 - Lower-carbon fuel: Since 2015, PT Pertamina Hulu Energi has shifted its production mix toward natural gas, which is cleaner than other fossil fuels. The Company also prioritizes domestic oil sales to reduce the carbon footprint associated with transportation.
 - Responsibly produced fuel: PHE ensures that every product is produced ethically, with respect for workers' rights, while also considering the engagement and wellbeing of surrounding communities.
 - Transparency and reporting: PHE records the monitoring of GHG emissions, energy consumption, and other environmental indicators to support the achievement of emission reduction targets.
2. Implementation of Effective Solutions for Emission Reduction
 - Improved energy efficiency: Various energy efficiency initiatives and operational optimization measures are implemented to minimize the carbon footprint and reduce GHG emissions.
 - Reduction of GHG emission intensity: PHE is committed to reducing emissions generated from production activities, with a primary focus on methane emission management.
3. Development of Technology and Innovation in Energy Production
 PHE actively explores new technologies and processes to identify solutions that can be applied in both conventional energy production and renewable energy development. The Company also continues to strengthen its internal expertise in engineering, geoscience, and drilling to expand the utilization of alternative energy sources.

Model Bisnis dan Rantai Nilai

PHE mengadaptasi model bisnis dan rantai nilainya guna menghadapi risiko serta memanfaatkan peluang terkait perubahan iklim. Dalam model bisnisnya, PHE menerapkan dua pendekatan utama, yaitu dekarbonisasi bisnis dan diversifikasi bisnis dengan membangun bisnis baru ke sektor energi yang lebih bersih.

Business Model and Value Chain

PHE adapts its business model and value chain to address climate-related risks and capitalize on opportunities arising from climate change. In its business model, PHE applies two main approaches: business decarbonization and business diversification through the development of new businesses in cleaner energy sectors.

Strategi Bisnis menuju Net Zero Emission 2060

Business Strategy Towards Net Zero Emissions by 2060



Pendekatan dekarbonisasi bisnis mencakup efisiensi energi, elektrifikasi peralatan dan armada, serta pemanfaatan sumber daya energi yang lebih rendah karbon. PHE juga mengintegrasikan teknologi CCS/CCUS guna mengelola emisi dari kegiatan operasionalnya, serta mendukung pengurangan emisi secara nasional. PHE mengidentifikasi bahwa fasilitas produksi migas di wilayah tertentu yang memiliki emisi metana tinggi atau ketergantungan pada energi berbasis fosil, menghadapi tantangan dalam memenuhi standar pengelolaan yang semakin ketat. Secara bertahap, PHE mengalihkan fokus investasi ke infrastruktur energi terbarukan dan solusi berbasis alam yang lebih tangguh terhadap perubahan iklim.

The business decarbonization approach includes energy efficiency, electrification of equipment and fleets, and the utilization of lower-carbon energy sources. PHE also integrates CCS/CCUS technologies to manage emissions from its operational activities and support national emission reduction efforts. PHE has identified that oil and gas production facilities in certain regions with high methane emissions or dependence on fossil fuel-based energy face challenges in meeting increasingly stringent management standards. Gradually, PHE is shifting its investment focus toward renewable energy infrastructure and nature-based solutions that are more resilient to climate change.

Manajemen Risiko Dampak Perubahan Iklim

[OJK E.3] [GRI 2-25]

Risiko dan peluang dari perubahan iklim diidentifikasi serta dikategorikan secara sistematis dalam Risk Intelligence Map dan Pedoman Manajemen Risiko Perusahaan. Proses Enterprise Risk Management (ERM) PHE mengikuti ISO 31000:2018 *Risk Management - Principles & Guidelines*. Acuan kebijakan manajemen risiko di lingkungan Subholding Upstream, antara lain Pedoman Manajemen Risiko PT Pertamina Hulu Energi, Tata Kerja Organisasi (TKO), dan Tata Kerja Individu (TKI). Penetapan jangka waktu yang disesuaikan pada Laporan Task Force on Climate-related Financial Disclosures (TCFD) perusahaan 2024. Cakupan waktu tersebut dibagi menjadi jangka pendek (1-2 tahun), jangka menengah (2-5 tahun), dan jangka panjang (5-20 tahun).

Climate Change Impact Risk Management

[OJK E.3] [GRI 2-25]

Climate change risks and opportunities are identified and categorized systematically within the Risk Intelligence Map and the Company Risk Management Guidelines. The Enterprise Risk Management (ERM) process of PHE follows ISO 31000. References for risk management policies within the Upstream Subholding include the PHE Risk Management Guidelines, Organizational Work Procedures (TKO), and Individual Work Procedures (TKI). The determination of time horizons is aligned with the Company's 2024 Task Force on Climate-related Financial Disclosures (TCFD) Report. These time horizons are divided into short term (1-2 years), medium term (2-5 years), and long term (5-20 years).





Proses Pengelolaan Risiko Iklim
Climate Risk Management Process

1 Identifikasi Risiko
Risk Identification



Fungsi yang terlibat
Functions involved

Kepala Unit Bisnis, Direktur Anak Perusahaan, dan Kepala Divisi Supporting Function.
Heads of Business Units, Directors of Subsidiaries, and Heads of Supporting Function Divisions.

Proses:

Identifikasi dan penilaian risiko dan peluang iklim di seluruh aset PHE melalui pertimbangan situasi, pengembangan skenario iklim dengan memasukkan lokasi operasional utama PHE.

Process:

Identification and assessment of climate-related risks and opportunities across all PHE assets by considering current conditions and developing climate scenarios that incorporate PHE's key operational locations.

2 Analisis Risiko
Risk Analysis



Fungsi yang terlibat
Functions involved

Manajemen Risiko, Kepala Unit Bisnis, Direktur Anak Perusahaan, dan Tim HSSE, Komite Keberlanjutan.
Risk Management, Heads of Business Units, Directors of Subsidiaries, HSSE Team, and Sustainability Committee.

Proses:

Setelah risiko iklim diidentifikasi, dilakukan analisis mendalam untuk memahami kemungkinan kejadian dan dampaknya terhadap operasional serta strategi bisnis PHE.

Process:

After climate risks have been identified, an in-depth analysis is conducted to understand the likelihood of occurrence and their impacts on PHE's operations and business strategy.

3 Evaluasi Risiko
Risk Evaluation



Fungsi yang terlibat
Functions involved

Manajemen Risiko, Kepala Unit Bisnis, Direktur Anak Perusahaan, dan Tim HSSE, Komite Keberlanjutan.
Risk Management, Heads of Business Units, Directors of Subsidiaries, HSSE Team, and Sustainability Committee.

Proses:

Evaluasi diterapkan pada risiko fisik yang mencakup penilaian terhadap dampak jangka pendek dan jangka panjang terhadap aset dan fasilitas PHE. Proses evaluasi pada risiko transisi dilakukan melalui analisis dampak kebijakan dan regulasi baru, perubahan permintaan pasar terhadap energi fosil, serta perkembangan teknologi energi terbarukan. Dengan melakukan penilaian terhadap dampak dan probabilitas risiko, PHE dapat secara efektif memvisualisasikan serta memastikan Risk Priority Number (RPN) dan tingkat risiko yang sesuai.

Process:

Evaluation is applied to physical risks, including assessments of short-term and long-term impacts on PHE's assets and facilities. The evaluation process for transition risks is conducted through analysis of the impacts of new policies and regulations, changes in market demand for fossil energy, and developments in renewable energy technologies. By assessing the impact and probability of risks, PHE can effectively visualize and determine the appropriate Risk Priority Number (RPN) and risk level.

4 Pemantauan dan Peninjauan
Monitoring and Review



Fungsi yang terlibat
Functions involved

Manajemen Risiko, Kepala Unit Bisnis, Direktur Anak Perusahaan, dan Tim HSSE, Komite Keberlanjutan.
Risk Management, Heads of Business Units, Directors of Subsidiaries, HSSE Team, and Sustainability Committee.

Proses:

Pemantauan risiko iklim dilakukan secara berkala untuk memastikan bahwa risiko yang telah diidentifikasi dan dianalisis tetap relevan dengan kondisi bisnis dan lingkungan yang terus berkembang.

Process:

Climate risk monitoring is conducted regularly to ensure that identified and analyzed risks remain relevant to evolving business and environmental conditions.

5 Pelaporan dan Pencatatan Reporting and Recording



Fungsi yang terlibat Functions involved

Manajemen Risiko, Tim HSSE, Komite Keberlanjutan.
Risk Management, HSSE Team, and Sustainability Committee.

Proses:

Setiap hasil identifikasi, analisis, dan evaluasi risiko iklim didokumentasikan dan dilaporkan kepada manajemen senior serta pemangku kepentingan terkait.

Process:

All results of climate risk identification, analysis, and evaluation are documented and reported to senior management and relevant stakeholders.

6 Komunikasi dan Konsultasi Communication and Consultation



Fungsi yang terlibat Functions involved

Manajemen Risiko, Komite Keberlanjutan, dan Pemangku Kepentingan Eksternal.
Risk Management, Sustainability Committee, and External Stakeholders.

Proses:

PHE secara aktif berkomunikasi dengan pemangku kepentingan internal dan eksternal mengenai risiko serta peluang yang terkait iklim.

Process:

PHE actively communicates with internal and external stakeholders regarding climate-related risks and opportunities.





Analisis Skenario [GRI 102-2] [CCE-1.A1, A2]

Evaluasi proyeksi perubahan iklim dilakukan dengan menggunakan skenario *Shared Socio-economic Pathways* (SSP), skenario dari Representative Concentration Pathways (RCP), dan Intergovernmental Panel on Climate Change (IPCC) untuk periode 2050, yang dilakukan pada hasil analisis skenario perubahan iklim 2024. Hasil analisis skenario difokuskan pada aset fisik di darat dan tindakan mitigasinya.

Scenario Analysis [GRI 102-2] [CCE-1.A1, A2]

The evaluation of climate change projections was carried out using Shared Socio-economic Pathways (SSP) scenarios, Representative Concentration Pathways (RCP) scenarios, and projections from the Intergovernmental Panel on Climate Change for the year 2050, based on the results of the 2024 climate change scenario analysis. The scenario analysis focused on onshore physical assets and their mitigation measures.

Tipe Kejadian Event Type	Deskripsi Dampak Description of Impact	Uraian Tindakan Mitigasi Description of Mitigation Measures
Sangat Panas Very Hot	<ul style="list-style-type: none"> Potensi ketidaknyamanan akibat tekanan panas. Potential discomfort due to heat stress. Berkurangnya efisiensi kerja. Reduced employee work efficiency. Panas berlebih dan kerusakan peralatan. Overheating and equipment damage. Mengurangi efisiensi peralatan. Reduced equipment efficiency. 	<ul style="list-style-type: none"> Mengintegrasikan rencana untuk merespons kondisi panas ekstrem ke dalam protokol tanggap darurat. Integrate plans for responding to extreme heat conditions into emergency response protocols. Melakukan pelatihan pekerja untuk mengenali gejala stres akibat panas dan memberikan pertolongan awal. Conduct employee training to recognize symptoms of heat stress and provide first aid. Menilai ambang batas suhu operasional peralatan dan mesin saat ini dibandingkan prakiraan tinggi temperature. Assess current operational temperature thresholds of equipment and machinery compared to predicted high temperatures.
RCP 4.5 <i>Middle Path</i>	<ul style="list-style-type: none"> Dampak terhadap operasi. Impact on operations. Dampak terhadap kebutuhan air domestik. Impact on domestic water demand. Risiko reputasi selama periode krisis air. Reputational risk during periods of water crisis. 	<ul style="list-style-type: none"> Melakukan penilaian risiko terkait air dan melakukan audit air secara komprehensif. Conduct water-related risk assessments and comprehensive water audits. Menyelidiki potensi pengumpulan air hujan baik di lokasi maupun di sekitar daerah tangkapan air. Investigate the potential for rainwater collection both on site and around catchment areas. Menerapkan teknologi hemat air untuk mengurangi konsumsi air secara keseluruhan. Implement water-saving technologies to reduce overall water consumption. Memeriksa kelayakan pemanfaatan air limbah daur ulang di dalam fasilitas atau dari masyarakat sekitar. Check the feasibility of utilizing recycled wastewater within the facility or from the surrounding community.
Banjir Darat Inland Flooding	<ul style="list-style-type: none"> Kerusakan infrastruktur, peralatan, dan perlengkapan. Damage to infrastructure, tools, and equipment. Keselamatan pekerja. Employee safety. Peningkatan biaya penggantian atau perbaikan aset yang rusak. Increased cost of replacing or repairing damaged assets. Peningkatan biaya asuransi. Increased insurance costs. 	<ul style="list-style-type: none"> Melakukan penilaian risiko banjir di daratan untuk menentukan zona rawan banjir untuk aset-aset penting. Conduct onshore flood risk assessments to determine flood-prone zones for critical assets. Mengembangkan dan melaksanakan strategi mitigasi yang tepat, yang mungkin melibatkan peningkatan kapasitas drainase air hujan, memperkuat sistem pemompaan, membangun penghalang banjir, dan lain-lain. Develop and implement appropriate mitigation strategies, which may involve increasing rainwater drainage capacity, strengthening pumping systems, building flood barriers, etc Memasukkan ancaman terkait banjir ke dalam protokol tanggap darurat. Incorporate flood-related threats into emergency response protocols. Menilai efektivitas rencana pengelolaan tumpahan dan pengendalian air hujan saat ini. Assess the effectiveness of current spill management and stormwater control plans.
Banjir Pesisir Coastal Flooding	<ul style="list-style-type: none"> Kerusakan infrastruktur, peralatan, dan perlengkapan. Damage to infrastructure, tools, and equipment. Keselamatan pekerja. Employee safety. Peningkatan biaya penggantian atau perbaikan aset yang rusak. Increased cost of replacing or repairing damaged assets. Hilangnya lahan akibat genangan permanen. Loss of land due to permanent Inundation. 	<ul style="list-style-type: none"> Melakukan penilaian risiko banjir pesisir untuk menentukan daerah rawan banjir untuk aset-aset penting. Conduct coastal flood risk assessments to determine flood-prone areas for critical assets. Mengembangkan dan melaksanakan strategi mitigasi yang tepat, yang mungkin melibatkan peningkatan kapasitas sistem pemompaan, pembangunan penghalang banjir, dan lain-lain. Develop and implement appropriate mitigation strategies, which may involve increasing pumping system capacity, building flood barriers, etc. Mengintegrasikan risiko terkait banjir ke dalam protokol tanggap darurat. Integrate flood-related risks into emergency response protocols.

Tipe Kejadian Event Type	Deskripsi Dampak Description of Impact	Uraian Tindakan Mitigasi Description of Mitigation Measures
<p>Topan dan Angin Typhoon and Wind</p>	<ul style="list-style-type: none"> • Kerusakan bangunan dan infrastruktur. Damage to buildings and infrastructure. • Hilangnya pendapatan karena gangguan operasional. Loss of revenue due to operational disruption. • Biaya penggantian dan perbaikan infrastruktur yang rusak. Cost of replacing and repairing damaged infrastructure. • Peningkatan biaya asuransi. Increased insurance costs. 	<ul style="list-style-type: none"> • Menetapkan protokol pemantauan bekerja sama dengan badan meteorologi nasional atau regional untuk menciptakan sistem peringatan dini. Establish monitoring protocols in collaboration with national or regional meteorological agencies to create early warning systems. • Mematuhi praktik terbaik nasional atau internasional mengenai beban angin untuk desain dan konstruksi semua struktur. Comply with national or international best practices regarding wind loads for the design and construction of all structures. • Memasukkan angin topan dan angin sebagai salah satu bahaya dalam rencana tanggap darurat di tingkat lokasi. Include hurricanes and winds as one of the hazards in the emergency response plan at the site level. • Merumuskan strategi responsif untuk mengatur operasi dan menerapkan tindakan pencegahan. Formulate responsive strategies to organize operations and implement preventive measures.

Empat Langkah PHE Menuju Prioritas Inisiatif Dekarbonisasi [ENV-8.C1] Four Steps of PHE Toward Decarbonization Initiative Priorities

Pilih aset untuk *decommissioning* dipercepat
 Select assets for expedited decommissioning

- Berdasarkan ambang batas produksi.
Based on production threshold.
- Berdasarkan ambang batas emisi.
Based on emission threshold.

1

Terapkan "*low carbon*" & "*no regret*" levers
 Apply "*low carbon*" & "*no regret*" levers

- Energi rendah karbon.
Low carbon energy.
- Elektrifikasi aset & energi terbarukan.
Asset electrification & renewable energy.
- Panas/bahan bakar rendah karbon misalnya biomassa, biofuel.
Heat/low carbon fuels e.g., biomass, biofuels.
- Permintaan & efisiensi energi.
Energy demand & efficiency.
 - Optimasi beban turbin.
Turbine load optimization.
 - Optimalisasi kapasitas kompresor.
Optimization of compressor capacity.
 - Peningkatan efisiensi operasional.
Improved operational efficiency.
- Pemulihan gas & integritas aset.
Gas recovery & asset integrity.
- Pengurangan pembakaran rutin dan nonrutin.
Reduction of routine and non-routine burning.

2

Terapkan cara lain untuk mengatasi emisi sisa
 Apply other ways to address residual emissions

- Penerapan teknologi CCS/CCUS dan *Nature Based Solutions* (NBS).
Implementation of CCS/CCUS technology and Nature-Based Solutions (NBS).
- *Offsetting* Kehutanan & sertifikasi sebagai proyek offset.
Offsetting Forestry & certification as offset projects.

3

Hitung secara keseluruhan biaya pengurangan
 Calculate overall cost of reduction

- Membuat perkiraan anggaran.
Prepare budget estimates.
- Menghasilkan kurva MAC untuk memprioritaskan inisiatif.
Generate MAC curves to prioritize initiatives.
- Mempertimbangkan tren pajak/harga karbon untuk memproyeksikan keekonomian.
Consider carbon tax/price trends for projection of the economic aspect.

4

Pengelolaan Peluang terkait Iklim

Perubahan iklim juga membuka peluang bagi PHE untuk berinovasi dan memperluas pangsa pasar. PHE dapat memanfaatkan pertumbuhan sektor EBT dan teknologi pengurangan emisi untuk menciptakan sumber pendapatan baru dan diversifikasi bisnis. Dukungan Pemerintah dalam bentuk insentif fiskal dan pendanaan untuk teknologi bersih juga memberikan peluang bagi Perusahaan mengurangi biaya transisi serta meningkatkan daya saing.

Climate-Related Opportunity Management

Climate change also creates opportunities for PHE to innovate and expand its market share. PHE can capitalize on the growth of the NRE sector and emission reduction technologies to create new revenue streams and diversify its business. Government support in the form of fiscal incentives and funding for clean technologies also provides opportunities for the Company to reduce transition costs and enhance competitiveness.

Peluang Opportunity	Jangka Waktu Term		
	Pendek Short-Term	Menengah Medium-Term	Panjang Long-Term
Efisiensi Sumber Daya: Meningkatkan Efisiensi dan Pengurangan Kehilangan Energi Resource Efficiency: Improving Efficiency and Reducing Energy Losses	→		
Sumber Energi: Transisi ke Energi Rendah Karbon Energy Sources: Transition to Low-Carbon Energy	→	→	
Pasar: Akses ke Pasar Baru dan Pembiayaan Hijau Market: Access to New Markets and Green Financing	→		
Ketahanan: Meningkatkan Ketahanan Aset Infrastruktur Resilience: Improving Infrastructure Asset Resilience			→

Pengelolaan Risiko terkait Iklim [GRI 201-2]

PHE mengintegrasikan pengelolaan risiko perubahan iklim ke dalam seluruh operasi hulu migas melalui Risk Intelligence Map (RIM) yang diselaraskan dengan kerangka kerja TCFD. Pengelolaan risiko ini telah mendapat pengawasan dari Direksi dan Dewan Komisaris.

Climate Related Risk Management [GRI 201-2]

PHE integrates climate change risk management into all of its upstream oil and gas operations through the Risk Intelligence Map (RIM), which is aligned with the TCFD framework. This risk management has been overseen by the Board of Directors and the Board of Commissioners.

Risiko Risk	Dampak Finansial Financial Impact	Jangka Waktu Term		
		Pendek Short-Term	Menengah Medium-Term	Panjang Long-Term
Risiko Transisi Transition Risk				
Kebijakan & Hukum: Peningkatan Kewajiban Pelaporan Emisi Policy & Legal: Increased Emission Reporting Obligations	Penurunan pendapatan, peningkatan biaya operasional (OPEX), dan peningkatan investasi belanja modal (CAPEX). Reduced revenue, increased operating costs (OPEX), and increased capital expenditure (CAPEX).	→		
Kebijakan & Hukum: Perubahan Regulasi Produk dan Layanan yang Ada Policy & Legal: Changes in Existing Product and Service Regulations	Penurunan pendapatan, peningkatan biaya operasional (OPEX), dan peningkatan investasi belanja modal (CAPEX). Reduced revenue, increased operating costs (OPEX), and increased capital expenditure (CAPEX).	→	→	→
Kebijakan & Hukum: Mekanisme Penetapan Harga Karbon Policy & Legal: Carbon Pricing Mechanisms	Peningkatan biaya operasional (OPEX). Increased operating costs (OPEX).	→		→
Teknologi: Penggantian produk dan layanan yang ada dengan opsi emisi yang lebih rendah Technology: Replacement of Existing Products and Services with Lower-Emission Options	Penurunan pendapatan dan peningkatan investasi belanja modal (CAPEX). Reduced revenue and increased capital expenditure (CAPEX).	→		→
Pasar: Perubahan perilaku konsumen Market: Changes in Consumer Behavior	Penurunan pendapatan dan peningkatan investasi belanja modal (CAPEX). Reduced revenue and increased capital expenditure (CAPEX).	→	→	→

Risiko Risk	Dampak Finansial Financial Impact	Jangka Waktu Term		
		Pendek Short-Term	Menengah Medium-Term	Panjang Long-Term
Reputasi: Stigmatisasi sektor Reputation: Sector Stigmatization	Penurunan pendapatan, peningkatan biaya operasional (OPEX), dan peningkatan investasi belanja modal (CAPEX). Reduced revenue, increased operating costs (OPEX), and increased capital expenditure (CAPEX).			
Risiko Fisik Physical Risk				
Meningkatkan Tingkat Keparahan Peristiwa Cuaca Ekstrem Increased Severity of Extreme Weather Events	Penurunan pendapatan dan peningkatan biaya operasional (OPEX). Reduced revenue and increased operating costs (OPEX).			
Perubahan Suhu Ekstrem Changes in Extreme Temperatures	Penurunan pendapatan, peningkatan biaya operasional (OPEX), dan peningkatan investasi belanja modal (CAPEX). Reduced revenue, increased operating costs (OPEX), and increased capital expenditure (CAPEX).			
Kenaikan Permukaan Air Laut Sea Level Rise	Penurunan pendapatan, peningkatan biaya operasional (OPEX), dan peningkatan investasi belanja modal (CAPEX). Reduced revenue, increased operating costs (OPEX), and increased capital expenditure (CAPEX).			

Pengaruh Transisi terhadap Pekerja [GRI 102-3]

Transisi energi yang dijalankan PHE di 2025 tidak berdampak terhadap pekerja karena transisi energi dijalankan menyatu dengan proses bisnis dan operasi di Perseroan. Selama 2025, terdapat 79 pekerja, terdiri dari 68 laki-laki dan 11 perempuan yang dipindahtugaskan untuk kepentingan transisi energi yakni pengembangan CCS/CCUS dan EOR/CEOR. Mereka ditempatkan di unit operasional/unit bisnis. Mereka ditempatkan di fungsi-fungsi dibawah koordinasi fungsi pembina Pengembangan dan Produksi, Investasi & Pengembangan Bisnis dan Perencanaan Strategis, dan Portofolio & Commercial. Selain itu, ada 355 pekerja yang mendapatkan pelatihan, karyawan yang mendapatkan pelatihan, pengembangan kompetensi dan kegiatan lain untuk meningkatkan pemahaman, keahlian maupun kapabilitas terkait transisi energi. Tidak ada penghentian operasi yang berdampak pada pengurangan karyawan PHE maupun pekerja bukan karyawan PHE. Demikian pula, PHE tidak menemukan dampak transisi energi terhadap masyarakat yang berlokasi di wilayah kerja di lima region.

Metrik dan Target

PHE melakukan pemantauan dan pengukuran emisi GRK yang terintegrasi dengan *dashboard* emisi PHE. Perhitungan emisi GRK mengacu pada International GHG Standard Protocol, dan menggunakan *operational control approach*. Penghitungan hanya dilakukan untuk emisi dari cadangan yang sudah dieksploitasi maupun yang terproduksi, meliputi sumber emisi tidak bergerak dan sumber emisi bergerak. PHE menetapkan target dekarbonisasi

Impact of the Transition on Workers [GRI 102-3]

The energy transition implemented by PHE in 2025 did not have any adverse impact on workers, as the energy transition was integrated into the Company's business processes and operations. During 2025, 79 workers, consisting of 68 men and 11 women, were reassigned to support the energy transition, particularly for the development of CCS/CCUS and EOR/CEOR. They were placed in operational units/business units. They were placed to functions under the coordination of the Development and Production, Investment and Business Development, Strategic Planning, and Portfolio & Commercial coordinating functions. In addition, 355 employees participated in training, employees participated in training, competency development, and other activities to enhance their understanding, expertise, and capabilities related to the energy transition. There were no operational shutdowns that resulted in workforce reductions, either for PHE employees or non-PHE workers. Likewise, PHE did not identify any impacts of the energy transition on communities located within its working areas across the five regions.

Metrics and Target

PHE monitors and measures GHG emissions through an integrated emissions dashboard. GHG emissions are calculated based on the International GHG Protocol Standard using the operational control approach. The calculation only covers emissions from exploited and produced reserves, including both stationary and mobile emission sources. PHE establishes decarbonization targets by referring to the Enhanced Nationally Determined Contribution (ENDC) document

dengan mengacu pada dokumen Enhanced Nationally Determined Contribution (ENDC) yang disusun Pemerintah Indonesia sebagai bagian dari komitmen implementasi Paris Agreement. Pada akhir 2025, PHE tidak melakukan pembaharuan ataupun revisi pada target emisi dan sudah melakukan validasi, serta verifikasi terhadap program dekarbonisasi dengan menggunakan pihak ketiga.

Upaya Reduksi Emisi GRK dan Pencapaian [OJK F.12] [GRI 102-4] [CCE-3.C1, C2] [SASB EM-EP-110a.3]

PHE terus berupaya mereduksi emisi GRK, baik untuk Cakupan 1, Cakupan 2 dan Cakupan 3. Upaya reduksi emisi dilakukan dengan berbagai inovasi guna mencapai target yang ditetapkan. Target reduksi emisi baru ditetapkan secara tahunan untuk Cakupan 1 dan Cakupan 2, sedangkan target Cakupan 3 belum ditetapkan secara khusus. Target dan capaian reduksi emisi di 2025 disampaikan dalam tabulasi yang menampilkan emisi GRK secara keseluruhan. PHE belum melakukan analisis pengaruh target reduksi GRK yang ditetapkan terhadap upaya mengendalikan pemanasan global.

prepared by the Government of Indonesia as part of its commitment to implementing the Paris Agreement. By the end of 2025, PHE had not updated or revised its emission targets and has conducted validation and verification of the decarbonization program using a third party.

GHG Emission Reduction Efforts and Achievements [OJK F.12] [GRI 102-4] [CCE-3.C1, C2] [SASB EM-EP-110a.3]

PHE continues to make efforts to reduce GHG emissions across Scope 1, Scope 2, and Scope 3. Emission reduction efforts are carried out through various innovations to achieve the targets that have been set. New emission reduction targets are established annually for Scope 1 and Scope 2, while specific targets for Scope 3 have not yet been determined. The 2025 emission reduction targets and achievements are presented in a table showing total GHG emissions. PHE has not yet conducted an analysis of GHG emission reduction target impact on global warming control efforts.

Target dan Capaian Reduksi Emisi GRK [CCE-2.C4]
GHG Emission Reduction Targets and Achievements

Dalam Ton CO₂eq
In Ton CO₂eq

Cakupan Scope	Target		Capaian Achievement		Target		Capaian Achievement	
	2025		2024		2023			
Cakupan 1 & 2 Scope 1 & 2	1.177.000	1.619.564	789.180	1.186.870	701.976	872.490		

Selama 2025, kami melakukan berbagai inisiatif dekarbonisasi yang berpengaruh pada capaian reduksi emisi GRK. Total ada 184 program dekarbonisasi yang dijalankan entitas anak, dengan capaian reduksi emisi mencapai 1.619,56 ribu ton CO₂eq atau 138% dari target.

During 2025, we implemented various decarbonization initiatives that contributed to the achievement of GHG emission reductions. In total, there were 184 decarbonization programs carried out by subsidiaries, achieving emission reductions of 1,619.56 thousand tons of CO₂eq, or 138% of the target.

Jumlah Inisiatif Dekarbonisasi, Target, dan Capaian Reduksi Emisi Berdasarkan Region [CCE-2.C4]
Number of Decarbonization Initiatives, Targets, and Emissions Reduction Achievements by Region

Regional Region	Luas Area Area Size (km ²)	Jumlah Inisiatif Initiatives Number	Reduksi Emisi GRK GHG Emission Reduction (Ton CO ₂ eq)		
			Target	Capaian Achievement	
Regional 1 - Sumatra Region 1 - Sumatra	Zona 1 / Zone 1	71.590	10	18.562,57	26.134,52
	Zona Rokan / Zone Rokan		6	228.830,00	245.884,63
	Zona 4 / Zone 4		12	84.542,20	130.350,23
Regional 2 - Jawa Region 2 - Java	Zona 5 / Zone 5	39.613	8	30.922,87	39.643,80
	Zona 6 / Zone 6		12	236.844,88	481.192,84
	Zona 7 / Zone 7		5	101.400,00	90.799,86
Regional 3 - Kalimantan Region 3 - Kalimantan	Zona 8 / Zone 8	57.225	12	117.679,31	160.373,73
	Zona 9 / Zone 9		17	52.049,11	65.433,55
	Zona 10 / Zone 10		16	54.443,47	64.815,36

Regional Region	Luas Area Area Size (km ²)	Jumlah Inisiatif Initiatives Number	Reduksi Emisi GRK GHG Emission Reduction (Ton CO ₂ eq)		
			Target	Capaian Achievement	
Regional 4 - Indonesia Timur Region 4 - East Indonesia	Zona 11 / Zone 11	62.942	17	52.449,04	59.909,03
	Zona 12 / Zone 12		1	13.525,94	13.186,58
	Zona 13 / Zone 13		24	59.599,40	79.896,96
	Zona 14 / Zone 14		4	1.351,56	3.332,33
Regional 5 - Internasional Region 5 - International	Zona 15 / Zone 15	62.942	3	14.814,12	13.500,66
PT Pertamina Drilling Services Indonesia (PDSI)			9	3.258,18	3.995,12
PT Elnusa Tbk			18	2.702,58	4.148,06
PT Badak NGL			10	109.052,00	136.966,32
Jumlah Total					1.619.563,58

Beberapa inisiatif reduksi emisi GRK yang dijalankan di 2025, di antaranya:

- Optimalisasi pemanfaatan gas suar untuk bahan bakar turbin pada 2 Fasilitas dan *Recovery Condensate* (Petani GP/GS dan Pematang GS). Implementasi program tersebut berkontribusi terhadap pencapaian reduksi emisi sebesar 60.643,38 ton CO₂eq.
- Pengurangan gas flare dengan penggunaan *Own Gas Compressor* menggantikan Mini Gas Compressor-SP BBS. Inisiatif ini menghasilkan realisasi reduksi emisi sebesar 58.728,71 ton CO₂eq.
- Penghematan konsumsi bahan bakar gas dari 1 unit pembangkit listrik PHR WK ROKAN dengan mengoptimalkan Pembangkitan Daya Reaktif (MVAR). Upaya tersebut berhasil menurunkan emisi 80.429,03 Ton CO₂eq.
- Efisiensi penggunaan *fuel gas* dengan optimasi pengoperasian gas turbin (pengurangan penggunaan *gas fuel* sebesar 2 MMSCFD dari sebelumnya 28 MMSCFD menjadi 26 MMSCFD). Langkah yang diterapkan menghasilkan pengurangan emisi sebesar 88.830,65 ton CO₂eq.
- Efisiensi penggunaan *fuel gas* dengan optimasi pengoperasian gas turbin (pengurangan penggunaan *gas fuel* sebesar 6 MMSCFD dari sebelumnya 40 MMSCFD menjadi 34 MMSCFD). Program ini berhasil merealisasikan reduksi emisi sebesar 114.407,73 ton CO₂eq.
- Efisiensi penggunaan *fuel gas* dengan optimasi pengoperasian gas turbin (pengurangan penggunaan *gas fuel* sebesar 4 MMSCFD dari sebelumnya 34 MMSCFD menjadi 30 MMSCFD). Penerapan inisiatif tersebut memberikan kontribusi positif terhadap penurunan emisi sebesar 97.801,95 ton CO₂eq.
- Penggunaan biosolar sebagai bahan bakar untuk *Marine Fleet*. Sebagai hasil implementasi program, Perusahaan mencatat penurunan emisi sebesar 86.691,96 ton CO₂eq.
- Otomatisasi sistem pengendalian antisurge kompresor refrigeran untuk mengurangi konsumsi steam pada produksi LNG yang rendah.
- Naturalisasi Bahan bahan bakar kapal menjadi diesel B35. Inisiatif tersebut berkontribusi pada pengurangan emisi sebesar 38.954,48 ton CO₂eq.

Some of the GHG emission reduction initiatives implemented in 2025 included:

- Optimization of flare gas utilization as turbine fuel at two facilities and condensate recovery (Petani GP/GS and Pematang GS). The implementation of this program contributed to achieving an emissions reduction of 60,643.38 ton CO₂eq.
- Reduction of flare gas through the use of an Own Gas Compressor to replace the Mini Gas Compressor-SP BBS. This initiative resulted in an actual emissions reduction of 58,728.71 ton CO₂eq.
- Savings in gas fuel consumption from one power generation unit at PHR WK Rokan by optimizing reactive power generation (MVAR). This effort successfully reduced emissions by 80,429.03 ton CO₂eq.
- Fuel gas efficiency through optimization of gas turbine operations (reduction of fuel gas use by 2 MMSCFD, from 28 MMSCFD to 26 MMSCFD). This effort successfully reduced emissions by 88,830.65 ton CO₂eq.
- Fuel gas efficiency through optimization of gas turbine operations (reduction of fuel gas use by 6 MMSCFD, from 40 MMSCFD to 34 MMSCFD). The implementation of this program resulted in an emissions reduction of 114,407.73 ton CO₂eq.
- Fuel gas efficiency through optimization of gas turbine operations (reduction of fuel gas use by 4 MMSCFD, from 34 MMSCFD to 30 MMSCFD). The implementation of this initiative made a positive contribution to reducing emissions by 97,801.95 ton CO₂eq.
- Use of biodiesel as fuel for the marine Fleet. As a result of the program's implementation, the Company recorded an emissions reduction of 86,691.96 ton CO₂eq.
- Automation of the refrigerant compressor anti-surge control system to reduce steam consumption during low LNG production.
- Conversion of vessel fuel to B35 diesel. This initiative contributed to an emissions reduction of 38,954.48 ton CO₂eq.

10. Efisiensi penggunaan *fuel gas* dengan optimasi pengoperasian gas turbin (pengurangan penggunaan *gas fuel* sebesar 2 MMSCFD dari sebelumnya 30 MMSCFD menjadi 28 MMSCFD). Program ini berhasil mencapai reduksi emisi sebesar 86.121,39 Ton CO₂eq.

10. Fuel gas efficiency through optimization of gas turbine operations (reduction of fuel gas use by 2 MMSCFD, from 30 MMSCFD to 28 MMSCFD). This program successfully achieved an emissions reduction of 86,121.39 ton CO₂eq.

Emisi GRK Cakupan 1 [OJK F.11][GRI 102-5][CCE-4.C1]

Emisi Cakupan 1 berasal dari kegiatan produksi migas dan konsumsi bahan bakar. Emisi karbon biogenik sudah masuk di dalam cakupan perhitungan emisi GRK yang berasal dari kegiatan pembakaran dalam dan luar, suar bakar, *venting* dan proses, serta *fugitive*. Parameter pengukuran dan perhitungan mengacu pada Standar Pertamina No. A04-005/S00000/2022-S9 tentang Pedoman Pengukuran, Penghitungan, Pelaporan, dan Verifikasi Emisi Gas Rumah Kaca sesuai Peraturan Menteri Lingkungan Hidup No. 12 Tahun 2012 yang dinyatakan dalam ton CO₂eq. *Base year emission* yang digunakan di PHE Subholding Upstream adalah tahun 2021 sebesar 15.427 ribu ton CO₂eq (untuk Cakupan 1 dan Cakupan 2), yang dilakukan perhitungan kembali pada tahun 2025 berdasarkan perubahan organisasi PHE dengan bergabungnya Zona Rokan dan PT Badak NGL yang dihitung *full year* dan adanya pelepasan aset yaitu BOB Siak, PHE Kampar, dan PHE Siak. Perhitungan ulang emisi tahun dasar bertujuan agar data emisi konsisten dan bisa dibandingkan dari tahun ke tahun.

Scope 1 GHG Emissions [OJK F.11][GRI 102-5][CCE-4.C1]

PHE Scope 1 emissions originate from oil and gas production activities and fuel consumption. Biogenic carbon emissions are included within the scope of GHG emission calculations, which cover emissions from internal and external combustion activities, flaring, venting and process emissions, as well as fugitive emissions. Measurement and calculation parameters refer to Pertamina Standard No. A04-005/S00000/2022-S9 concerning Guidelines for Measuring, Calculating, Reporting, and Verifying Greenhouse Gas Emissions in accordance with Ministry of Environment Regulation No. 12 of 2012, expressed in tons of CO₂eq. The base year emission used by the PHE Upstream Subholding is 2021, amounting to 15,427 thousand tons of CO₂eq (for Scope 1 and Scope 2), which was recalculated in 2025 based on organizational changes within PHE, including the integration of the Rokan Zone and PT Badak NGL on a full-year basis, as well as the divestment of assets such as BOB Siak, PHE Kampar, and PHE Siak. The recalculation of the base year emissions was intended to ensure that emission data remain consistent and comparable across years.

Volume emisi GRK 2025 untuk Cakupan 1 mencapai 13.227 ribu ton CO₂eq. Jenis emisi GRK yang dihitung meliputi CO₂, CH₄, dan N₂O, seperti ditampilkan dalam tabulasi. Total emisi GRK Cakupan 1 berkurang 5% dari 2024. Hal ini terjadi karena adanya penurunan konsumsi bahan bakar dan adanya perubahan *tier* perhitungan beban emisi *fugitive* yaitu dari *tier 2* menjadi *tier 3*. Perhitungan beban emisi *fugitive* dengan menggunakan *tier 3* dengan akurasi level yang lebih baik, rata - rata menghasilkan penurunan yang signifikan untuk beban emisi tahun 2025. Jumlah emisi metana di 2025 mencapai 1.139 ribu ton CO₂eq atau 7% dari total emisi GRK.

The total Scope 1 GHG emissions in 2025 reached 13.227 thousand tons of CO₂eq. The GHG emissions calculated include CO₂, CH₄, and N₂O, as shown in the table. Total Scope 1 GHG emissions decreased by 5% compared to 2024. This was due to reduced fuel consumption and a change in the fugitive emission calculation methodology from Tier 2 to Tier 3. The use of Tier 3 for fugitive emission calculations, with its higher level of accuracy, generally resulted in a significant reduction in the emission load for 2025. Methane emissions in 2025 reached 1,139 thousand tons of CO₂eq, representing 7% of total GHG emissions.

[CCE-5.C2][SASB EM-EP-110a.1, 110a.2]

Jumlah Emisi Cakupan 1 Berdasarkan Region dan Entitas Anak
Scope 1 Emissions by Region and Subsidiary

Dalam Ton CO₂eq
In Ton CO₂eq

Regional dan Entitas Anak Region and Subsidiary	2025	2024*	2023*
Regional 1 - Sumatra Region 1 - Sumatra	3.141.423,94	3.175.071,67	3.444.687,53
Regional 2 - Jawa Region 2 - Java	2.379.799,16	2.624.965,85	2.718.531,45
Regional 3 - Kalimantan Region 3 - Kalimantan	1.922.035,50	2.138.570,51	2.268.927,68
Regional 4 - Indonesia Timur Region 4 - East Indonesia	3.267.451,26	3.414.188,89	1.597.307,90
Regional 5 - Internasional Region 5 - International	205.055,91	196.472,51	226.680,16
PDSI	8.341,19	10.098,02	3.602,75
PT Elnusa Tbk	97.338,63	84.073,17	143.650,48
PT Badak NGL	2.205.984,81	2.269.609,49	2.724.422,02
Jumlah Emisi Cakupan 1 Total Scope 1 Emissions	13.227.430,40	13.913.050,13	13.127.809,97

Jumlah Emisi Cakupan 1 Berdasarkan Sumber

Scope 1 Emissions by Source

Dalam Ton CO₂eq
In Ton CO₂eq

Sumber Emisi Emission Source	2025	2024*	2023*
Pembakaran Dalam dan Luar Internal and External Combustion	7.120.354,79	7.349.405,94	7.858.454,56
<i>Routine Flaring</i>	1.734.035,91	1.838.699,16	1.924.897,08
<i>Non-routine Flaring</i>	325.368,54	298.291,57	298.904,57
<i>Safety Flaring</i>	451.017,33	285.663,09	341.980,01
<i>Venting and Process</i>	3.287.048,11	3.369.706,56	1.989.920,49
<i>Fugitive</i>	309.605,72	771.283,79	713.653,26
Jumlah Emisi Cakupan 1 Total Scope 1 Emissions	13.227.430,40	13.913.050,13	13.127.809,97

Jumlah Emisi Cakupan 1 Berdasarkan Jenisnya

Scope 1 Emissions by Type

Dalam Ton CO₂eq
In Ton CO₂eq

Jenis Emisi Emission Type	2025	2024*	2023*
Karbon Dioksida (CO ₂)	12.072.316,08	12.065.874,95	11.361.577,20
Metana (CH ₄)	1.139.073,74	1.832.890,11	1.751.302,88
Nitrous Oksida (N ₂ O)	16.040,58	14.285,06	14.929,89
Jumlah Emisi Cakupan 1 Total Scope 1 Emissions	13.227.430,40	13.913.050,13	13.127.809,97

Keterangan | Note:

*) Penyajian kembali perhitungan emisi di area Subholding Upstream disebabkan adanya penyesuaian satuan perhitungan.
Restatement of emissions calculations in the Upstream Subholding area was made due to adjustments in the calculation units.

Emisi GRK Cakupan 2 [OJK F.11] [GRI 102-6] [CCE-4.C2]

Emisi GRK Cakupan 2 berasal dari pembelian listrik dari pihak ketiga (*location-based*) yaitu PLN pada seluruh Anak Perusahaan. Selain itu, terdapat juga pelaporan dengan pendekatan *market-based*. Pada 2025, emisi Cakupan 2 berdasarkan *location-based* mencapai 340.277,39 ton CO₂e, sedangkan berdasarkan *market-based* mencapai 1.869.954,86 ton CO₂e.

Perhitungan emisi gas rumah kaca Perseroan mengacu ketentuan dan metodologi yang ditetapkan oleh induk perusahaan yakni Standar Pertamina No. A04-005/S00000/2022-S9 tentang Pedoman Pengukuran, Penghitungan, Pelaporan, dan Verifikasi Emisi Gas Rumah Kaca sesuai Peraturan Menteri Lingkungan Hidup No. 12 Tahun 2012 yang dinyatakan dalam ton CO₂eq. Terdapat penyajian kembali data pada beban emisi 2023 dan 2024 yang dihitung ulang karena adanya pelepasan aset dan perubahan metodologi perhitungan.

Volume emisi GRK 2025 untuk Cakupan 2 mencapai 2.210 ribu ton CO₂eq. Total emisi GRK Cakupan 2 berkurang 9% dari 2024 sebesar 2.426 ribu ton CO₂eq. Hal ini terjadi karena adanya penurunan konsumsi listrik khususnya di Zona Rokan. [SASB EM-EP-110a.1]

Scope 2 GHG Emissions [OJK F.11] [GRI 102-6] [CCE-4.C2]

Scope 2 GHG emissions originate from electricity purchased from third parties (*location-based*), namely from PLN, across all subsidiaries. In addition, there is also reporting using a *market-based* approach. In 2025, Scope 2 emissions with the *location-based* approach reached 340,277.39 tons of CO₂e, while the *market-based* approach reached 1,869,954.86 tons of CO₂e.

The Company's greenhouse gas emission calculations refer to the provisions and methodology established by the parent company, namely Pertamina Standard No. A04-005/S00000/2022-S9 concerning Guidelines for Measuring, Calculating, Reporting, and Verifying Greenhouse Gas Emissions in accordance with Ministry of Environment Regulation No. 12 of 2012, expressed in tons of CO₂eq. There was a restatement of the 2023 and 2024 emission data due to asset divestments and changes in the calculation methodology.

In 2025, total GHG emissions for Scope 2 amounted to 2,210 thousand metric tons of CO₂eq. Total Scope 2 GHG emissions decreased by 9% from 2,426 thousand metric tons of CO₂eq in 2024. This decrease was due to a reduction in electricity consumption, particularly in the Rokan Zone. [SASB EM-EP-110a.1]



Jumlah Emisi Cakupan 2 Berdasarkan Region dan Entitas Anak

Scope 2 Emissions by Region and Subsidiary

Dalam Ton CO₂eq
In Tons CO₂eq

Region dan Entitas Anak Region and Subsidiary	2025	2024*	2023*
Regional 1 - Sumatra Region 1 - Sumatra	1.918.627,05	2.137.797,22	1.959.868,63
Regional 2 - Jawa Region 2 - Java	12.358,26	12.089,74	11.293,04
Regional 3 - Kalimantan Region 3 - Kalimantan	113.381,88	105.852,73	99.827,47
Regional 4 - Indonesia Timur Region 4 - East Indonesia	54.212,03	56.601,51	47.589,85
Regional 5 - Internasional Region 5 - International	78.265,36	89.197,96	87.373,12
PDSI	1.619,67	453,69	840,51
PT Elnusa Tbk	17.592,20	15.231,63	15.663,51
PT Badak NGL	14.175,80	9.773,02	123,82
Jumlah Emisi Cakupan 2 Total Scope 2 Emissions	2.210.232,25	2.426.997,52	2.222.579,97

Keterangan | Note:

*) Penyajian kembali perhitungan emisi di area Subholding Upstream disebabkan adanya pelepasan aset dan penyesuaian satuan perhitungan.
Restatement of emissions calculations in the Upstream Subholding area was made due to adjustments in the calculation units.

Emisi GRK Cakupan 3 [OJK F.11] [GRI 102-7] [CCE-4.C3]

Perhitungan emisi GRK Cakupan 3 meliputi kategori 3, 5, 10 dan 11, yaitu kategori yang dinilai memiliki dampak signifikan dari industri hulu migas. Mengingat penghitungan emisi GRK Cakupan 3 baru mulai dilakukan pada tahun 2023, PHE Subholding Upstream belum menetapkan *baseline emission* untuk Cakupan 3. Total volume emisi GRK Cakupan 3 bertambah 15,14% dari 2024 sebesar 3.280.914,21 ton CO₂eq. Hal ini terjadi karena. Peningkatan tersebut dipengaruhi oleh kenaikan emisi pada kategori 10 dan 11 seiring meningkatnya angka penjualan, baik untuk produk yang akan diproses lebih lanjut oleh pihak ketiga maupun untuk digunakan oleh konsumen akhir.

Scope 3 GHG Emissions [OJK F.11] [GRI 102-7] [CCE-4.C3]

Scope 3 GHG emission calculations cover categories 3, 5, 10, and 11, which are considered to have significant impacts in the upstream oil and gas industry. Since Scope 3 GHG emissions were only first calculated in 2023, the PHE Upstream Subholding has not yet established a baseline emission for Scope 3. The total volume of Scope 3 GHG emissions increased by 15.14% from 2024, which was 3,280,914.21 tons CO₂eq. This increase was due to. The increase was driven by higher emissions in Categories 10 and 11 in line with the growth in sales volumes, both for products to be further processed by third parties and for products intended for end consumers.



Jumlah Emisi Cakupan 3 Berdasarkan Kategori

Scope 3 Emissions by Category

Dalam Ton CO₂eq
In Tons CO₂eq

Kategori Category	2025	2024	2023
Kategori 3 Category 3 Aktivitas terkait Bahan Bakar dan Energi (tidak termasuk Cakupan 1 & 2) Fuel and Energy-related Activities (not included in Scope 1 & 2)	174.541,34	199.341,97	578.177,15
Kategori 5 Category 5 Limbah yang Dihasilkan dalam Operasi Waste Generated in Operations	20.342,50	28.306,45	38.498,45
Kategori 10 Category 10 Pemrosesan Produk yang Terjual Processing of Sold Products	2.628.367,97	2.129.036	2.498.078,21
Kategori 11 Category 11 Penggunaan Produk yang Terjual Use of Sold Products	954.481,50	924.229,79	637.801,91
Jumlah Total	3.777.733,31	3.280.914,21	3.752.555,72

Intensitas Emisi GRK [OJK F.11] [GRI 102-8] [CCE-4.C4]

Penghitungan Intensitas Emisi GRK dilakukan menggunakan pendekatan kontrol operasional, sehingga total produksi yang digunakan adalah total produksi dari perusahaan yang berada pada *organization boundary operational control approach*. Intensitas emisi GRK cakupan 1 & cakupan 2 pada 2025 adalah 0,049 ton CO₂eq/BOE, berkurang dari tahun sebelumnya sebesar 0,050 ton CO₂eq/BOE.

GHG Emission Intensity [OJK F.11] [GRI 102-8] [CCE-4.C4]

GHG emission intensity is calculated using the operational control approach. Therefore, the total production used in the calculation is the total production from companies within the organizational boundary under the operational control approach. The GHG emission Intensity Scope 1 & Scope 2 in 2025 was 0.049 tons of CO₂eq/BOE, decreasing from the previous year's level of 0.050 tons of CO₂eq/BOE.

Intensitas Emisi GRK GHG Emissions Intensity

Uraian Description	Satuan Unit	2025	2024	2023
Total Emisi GRK Cakupan 1 Total Scope 1 GHG Emissions	Ton CO ₂ eq Tons CO ₂ eq	10.915.765,77	11.549.269,43*	10.256.134,72*
Total Emisi GRK Cakupan 2 Total Scope 2 GHG Emissions	Ton CO ₂ eq Tons CO ₂ eq	2.176.844,58	2.401.539,17*	2.205.952,12*
Total Emisi GRK Cakupan 3 Total Scope 3 GHG Emissions	Ton CO ₂ eq Tons CO ₂ eq	3.777.733,31	3.280.914,21	3.752.555,72
Total Emisi GRK Cakupan 1 & Cakupan 2 Total GHG Emissions Scope 1 & Scope 2	Ton CO ₂ eq Tons CO ₂ eq	13.092.610,35	13.950.808,60*	12.462.086,84*
Total Produksi Migas Total Oil and Gas Production	BOE	270.075.369,90	277.980.370,37*	287.052.761,56*
Intensitas Emisi Cakupan 1 & Cakupan 2 Emissions Intensity Scope 1 & Scope 2	Ton CO ₂ eq/BOE Tons CO ₂ eq/BOE	0,049	0,050*	0,043*

Keterangan | Notes:

1) Total produksi migas yang dicantumkan pada tabel merupakan *gross up production*.

The total oil and gas production presented in the table represents gross-up production.

2) Intensitas emisi cakupan 1 & cakupan 2 dihitung tanpa memasukkan total emisi dari Badak LNG, PDSI, dan Elnusa. Hal tersebut karena ketiga entitas tersebut merupakan entitas noneksplorasi & produksi yang tidak menghasilkan produksi migas yang dikonversikan ke dalam satuan *Barrel of Oil Equivalent (BOE)* sehingga tidak termasuk dalam cakupan perhitungan *gross up production*. Emission Intensity Scope 1 & Scope 2 is calculated by excluding total emissions from Badak LNG, PDSI, and Elnusa. This is because these three entities are non-exploration and production entities that do not generate oil and gas production convertible into Barrel of Oil Equivalent (BOE); therefore, they are not included within the scope of the gross up production calculation.

*) Penyajian kembali perhitungan emisi di area Subholding Upstream disebabkan adanya pelepasan aset dan penyesuaian satuan perhitungan.

Restatement of emissions calculations in the Upstream Subholding area was made due to asset disposals and adjustments to the calculation units.



Emisi GRK yang Dipindahkan [GRI 102-9] [CCE-3.A1, A2, A5]

PHE mentransformasi tantangan emisi menjadi peluang bisnis baru melalui pengembangan teknologi Carbon Capture and Storage (CCS) dan Carbon Capture Utilization and Storage (CCUS). Dengan memanfaatkan aset eksisting dan integritas penyimpanan yang teruji, Langkah strategis yang sedang dan akan dijalankan meliputi:

1. Pembangunan CCS Hub:
 - Asri Basin (Barat): Saat ini dalam tahap pengembangan aktif dengan potensi kapasitas penyimpanan sebesar 2,9 GT. Hub ini diposisikan sebagai pusat strategis untuk melayani emitor internasional maupun domestik.
 - Central Sulawesi Basin: Saat ini dalam proses *study* dengan potensi kapasitas mencapai 273 juta Ton.
2. Pembangunan CCS/CCUS Satelit yang terfokus di tiga lokasi kunci, yaitu *South Sumatra Basin*, Kalimantan Timur, dan ONWJ.

PHE belum melakukan pemindahan emisi GRK melalui pengembangan teknologi CCS/CCUS. Dalam jangka panjang, pengembangan CCS dan CCUS menjadi bagian dari pembangunan bisnis baru Perseroan. PHE mampu mengembangkan klaster bisnis CCS/CCUS dengan kapasitas hulu-hilir (*end-to-end process*) sampai dengan 6,0 metrik ton per tahun (MTPA), sementara potensi kapasitas penyimpanan emisi karbon di *saline aquifer* dan *depleted oil/gas field* yang tersebar di seluruh wilayah Indonesia.

PHE akan membangun dua CCS Hub dan beberapa CCS satelit. Saat ini, PHE sedang mengembangkan satu CCS Hub, yakni Asri Basin, dengan potensi kapasitas penyimpanan sekitar 1,1 GT. Sementara untuk wilayah Indonesia timur, PHE berencana membangun CCS Hub di Central Sulawesi Basin dengan potensi kapasitas penyimpanan sekitar 1,9 GT. PHE juga akan membangun CCS/CCUS Satelit di tiga lokasi, yakni di *South Sumatra Basin*, *CO₂ EOR Sukowati*, dan Kalimantan Timur. Selain CCS Hub dan CCS Satelit, PHE akan melakukan studi pengembangan CCS di empat lokasi berbeda, yaitu di Central Sumatra Basin, *South Sumatra Basin (saline aquifer)*, East Java Basin, dan Lapangan Jambaran Tiung Biru (JTJB).

Karbon Kredit [GRI 102-10]

PHE belum memiliki proyek yang termasuk dalam kredit karbon, sehingga di 2025 kami belum dapat menyajikan informasi mengenai karbon kredit.

Emisi Non-GRK dan Emisi Lainnya [ENV-5.C1, C2, A1]

Selain emisi GRK, PHE juga menghasilkan emisi non-GRK atau emisi udara lainnya, yakni Nitrogen Oksida (NO_x), Sulfur Oksida (SO_x), Non Methane Volatile Organic Compounds (nmVOC), Particulate Matter (PM), dan Total Organic Carbon (TOC). Perhitungan emisi non-GRK dilakukan dengan *emission calculator* yang merupakan aplikasi standar untuk perhitungan emisi bagi seluruh anak perusahaan PT Pertamina. *Emission calculator* merujuk kepada API Compendium dan referensi lainnya yang terkait. Hingga 2025, kegiatan operasional PHE tidak menimbulkan emisi Ozone Depleting Substances (ODS). [SASB EM-EP-120a.1]

Transferred GHG Emissions [GRI 102-9] [CCE-3.A1, A2, A5]

PHE transforms emission challenges into new business opportunities through the development of Carbon Capture and Storage (CCS) and Carbon Capture, Utilization, and Storage (CCUS) technologies. By utilizing existing assets and proven storage integrity, distributed across saline aquifers and depleted oil and gas fields throughout Indonesia. Strategic initiatives currently being implemented and planned include:

1. Development of CCS Hubs:
 - Asri Basin (Western Indonesia): Currently under active development, with a potential storage capacity of 2.9 GT. This hub is positioned as a strategic center to serve both international and domestic emitters.
 - Central Sulawesi Basin: Currently under study, with a potential storage capacity of 273 million Tons.
2. Development of CCS/CCUS Satellites focused on three key locations, *South Sumatra Basin*, East Kalimantan, and ONWJ.

PHE has not yet transferred GHG emissions through the development of CCS/CCUS technologies. In the long term, CCS and CCUS development will become part of the Company's new business development. PHE has the capability to develop CCS/CCUS business clusters with upstream-to-downstream capacity (*end-to-end process*) of approximately 60 million tons per annum (MTPA), while the potential carbon storage capacity in saline aquifers and depleted oil and gas fields reaches 7.3 GT across Indonesia.

PHE plans to develop two CCS Hubs and several CCS Satellites. Currently, PHE is developing one CCS Hub, namely the Asri Basin, with a potential storage capacity of approximately 1.1 GT. For eastern Indonesia, PHE plans to build a CCS Hub in the Central Sulawesi Basin with a potential storage capacity of approximately 1.9 GT. PHE also plans to build CCS/CCUS Satellites at three locations: *South Sumatra Basin*, *CO₂ EOR Sukowati*, and East Kalimantan. In addition to the CCS Hubs and CCS Satellites, PHE will conduct CCS development studies at four different locations: Central Sumatra Basin, *South Sumatra Basin (saline aquifer)*, East Java Basin, and the Jambaran Tiung Biru Field (JTJB).

Carbon Credits [GRI 102-10]

PHE does not yet have any projects that qualify for carbon credits. Therefore, in 2025, we did not present information related to carbon credits.

Non-GHG Emissions and Other Emissions [ENV-5.C1, C2, A1]

In addition to GHG emissions, PHE also generates non-GHG or other air emissions, including Nitrogen Oxides (NO_x), Sulfur Oxides (SO_x), Non-Methane Volatile Organic Compounds (nmVOC), Particulate Matter (PM), and Total Organic Carbon (TOC). Non-GHG emissions are calculated using an emission calculator, which is the standard application used for emission calculations across all subsidiaries of PT Pertamina. The emission calculator refers to the API Compendium and other relevant references. Throughout 2025, PHE's operational activities did not generate any Ozone Depleting Substances (ODS) emissions. [SASB EM-EP-120a.1]

Emisi Gas Non-GRK (Emisi Konvensional)

Non-GHG Emissions (Conventional Emissions)

Dalam Ton
In Tons

Jenis Emisi Emission Type	2025	2024*	2023*
Sulfur Oksida (SO _x)	35.993,1	6.889,39	4.835,12
Nitrogen Oksida (NO _x)	50.921,48	50.960,09	54.143,67
Non-methane Volatile Organic Compound (nmVOC)	11.385,50	11.930,79	11.573,40
Particulate Matter (PM)	2.334,83	2.259,03	2.363,64
Total Organic Compound (TOC)	64.187,81	110.771,59	115.764,52

Keterangan | Notes:

*) Penyajian kembali perhitungan emisi di area Subholding Upstream disebabkan adanya penyesuaian satuan perhitungan.
Restatement of emissions calculations in the Upstream Subholding area was made due to adjustments in the calculation units.

Target pengurangan emisi non-GRK di PHE Subholding Upstream ditetapkan dengan periode acuan dari tahun dasar 2024 hingga 2030. Parameter yang digunakan untuk penetapan target tersebut adalah total emisi SO₂ yang dihasilkan dari aktivitas pembakaran internal, yang diukur dalam satuan mg/Nm³. PHE terus memastikan bahwa emisi SO₂ tidak melebihi ambang batas 155 mg/Nm³ pada 2030. Langkah strategis ini diharapkan dapat memberikan dampak positif terhadap kualitas udara di sekitar wilayah operasional.

Emisi Gas Suar [CCE-7.C1, C2, C3, C4] [SASB EM-EP-110a.2]

PHE terus berupaya untuk mencapai nihil suar rutin atau *zero routine flaring* di 2030, melalui program-program pemanfaatan gas suar di seluruh titik suar rutin yang masih memiliki potensi untuk dimanfaatkan. Di 2025, program pemanfaatan suar berkontribusi memberikan reduksi emisi sebesar 274.895,62 ton CO₂eq yang tersebar di 95 titik suar rutin yang telah memiliki kajian teknis dan program reduksi suar.

Sejalan dengan prinsip kepatuhan, seluruh titik *flare* rutin di wilayah kerja PHE sudah memenuhi regulasi sesuai pelaporan *flaring* setiap semester, sesuai regulasi yang tertuang dalam Permen ESDM No. 17 Tahun 2021. Namun demikian, kami tetap melakukan pemantauan emisi gas suar melalui dashboard Zero Routine Flaring PHE.

The non-GHG emission reduction target within the PHE Upstream Subholding is set for the period from the 2024 baseline year up to 2030. The parameter used to establish this target is the total SO₂ emissions generated from internal combustion activities, measured in mg/Nm³. PHE continues to ensure that SO₂ emissions do not exceed the threshold of 155 mg/Nm³ by 2030. This strategic measure is expected to have a positive impact on air quality around operational areas.

Flaring Emissions [CCE-7.C1, C2, C3, C4] [SASB EM-EP-110a.2]

PHE continues to pursue zero routine flaring by 2030 through flare gas utilization programs across all routine flare points that still have utilization potential. In 2025, flare utilization programs contributed to emission reductions of 274,895.62 tons of CO₂eq across 95 routine flare points that already had technical studies and flare reduction programs.

In line with the principle of compliance, all routine flare points in PHE's working areas have complied with reporting requirements for flaring every semester, in accordance with the regulations set out in Minister of Energy and Mineral Resources Regulation No. 17 of 2021. Nevertheless, we continue to monitor flare gas emissions through the PHE Zero Routine Flaring dashboard.





Pengelolaan Energi

Energy Management

PHE mengelola kebutuhan energi dengan mengedepankan pendekatan efisiensi dan pemanfaatan energi baru terbarukan (EBT) yang lebih rendah emisi karbon.

Komitmen dan Kebijakan Energi [GRI 103-1]

Upaya pengelolaan energi dilakukan melalui optimalisasi dan peningkatan efisiensi energi, disertai dengan audit energi yang dilakukan berkala. Komitmen pada efisiensi energi tertuang dalam Kebijakan Keberlanjutan dan Kebijakan HSSE, sementara perihal audit energi diatur dalam Peraturan Menteri Energi dan Sumber Daya Mineral (Permen ESDM) No. 14 Tahun 2012 yang diperbaharui dengan Permen ESDM No. 8 Tahun 2025 tentang Manajemen Energi. Sesuai ketentuan tersebut, entitas industri dengan konsumsi energi tahunan ≥ 6.000 TOE diwajibkan melakukan audit energi. [SASB EM-EP-530a.1]

Sampai dengan akhir 2025 ada beberapa upaya PHE untuk mengurangi konsumsi energi, meningkatkan efisiensi energi dan memanfaatkan EBT. Langkah yang dilakukan berdampak pada penghematan biaya operasional, mendukung reduksi emisi GRK, dan mengurangi ketergantungan pada sumber energi konvensional/tak terbarukan, serta mendukung upaya PHE dalam pengembangan EBT.

Konsumsi Energi di Dalam PHE dan Pemanfaatan EBT

[OJK F.6] [GRI 103-2] [CCE-6.C1, A3]

Perhitungan konsumsi energi dilakukan dengan mengacu pada volume penggunaan bahan bakar, LNG, dan listrik yang kemudian dikonversi ke dalam satuan energi GigaJoule (GJ) sesuai konversi yang ditetapkan International Energy Agency (IEA). Perhitungan konsumsi energi hanya meliputi aktivitas di dalam lingkup operasional Perseroan dan belum mencakup konsumsi energi yang digunakan di luar PHE, seperti kontraktor, vendor, atau pemasok dalam rantai pasokan. Total konsumsi energi tidak terbarukan untuk kebutuhan operasional PHE di 2025 mencapai 175.949.995,18 GJ, menurun 7.904.467,36 GJ atau 4,30% dari 2024 sebesar 183.854.462,54 GJ. Jumlah konsumsi energi dari sumber terbarukan di 2025 mencapai 12.329.685,54 GJ, sehingga tingkat bauran energi mencapai 6,55% atau meningkat dari 2024 yang mencapai 6,15%.

PHE manages its energy needs by prioritizing energy efficiency and the utilization of new and renewable energy (NRE) sources with lower carbon emissions.

Energy Commitment and Policy [GRI 103-1]

Energy management efforts are carried out through optimization and improvement of energy efficiency, accompanied by periodic energy audits. Commitment to energy efficiency is outlined in the Sustainability Policy and HSSE Policy, while energy audits are governed by Minister of Energy and Mineral Resources Regulation No. 14 of 2012, which was updated through Minister of Energy and Mineral Resources Regulation No. 8 of 2025 concerning Energy Management. In accordance with these regulations, industrial entities with annual energy consumption of $\geq 6,000$ TOE are required to conduct energy audits. [SASB EM-EP-530a.1]

As of the end of 2025, PHE had implemented several initiatives to reduce energy consumption, improve energy efficiency, and increase the use of renewable energy. These measures contribute to operational cost savings, support GHG emission reductions, reduce dependence on conventional/non-renewable energy sources, and support PHE's renewable energy development efforts.

Energy Consumption within PHE and Renewable Energy Utilization [OJK F.6] [GRI 103-2] [CCE-6.C1, A3]

Energy consumption is calculated based on the volume of fuel, LNG, and electricity usage, which is then converted into Gigajoules (GJ) in accordance with the conversion factors established by the International Energy Agency. Energy consumption calculations only cover activities within the Company's operational boundaries and do not yet include energy consumption outside PHE, such as that used by contractors, vendors, or suppliers within the supply chain. Total non-renewable energy consumption for PHE's operational needs in 2025 reached 175,949,995.18 GJ, decreasing by 7,904,467.36 GJ or 4.30% from 183,854,462.54 GJ in 2024. Energy consumption from renewable sources in 2025 reached 12,329,685.54 GJ, resulting in an energy mix of 6.55%, an increase from 6.15% in 2024.



Konsumsi Energi Tak Terbarukan (GJ) [CCE-3.C1, C.2, A4, A7]

Non-Renewable Energy Consumption (GJ)

Sumber Energi Energy Source	2025	2024	2023
Energi yang Dibangkitkan Sendiri Self-Generated Energy	149.896.258,97	151.654.911,69*	158.975.753,45*
Listrik yang Dibeli Purchased Electricity	8.760.431,73	10.083.938,56*	9.330.434,83*
Uap dan Panas yang Dibeli Purchased Steam and Heat	17.404.429,00	22.240.888,00	24.827.143,00
Listrik yang Dijual/Diberikan ke Pihak ketiga Electricity Sold/Provided to Third Parties	111.124,52	125.275,70	107.270,90
Uap dan Panas yang Dijual Steam and Heat Sold	0,00	0,00	0,00
Jumlah Konsumsi Energi Tidak Terbarukan Total Non-Renewable Energy Consumption	175.949.995,18	183.854.462,54	193.026.060,38
Persentase Penggunaan Energi Tidak Terbarukan Dari Konsumsi Energi Total Percentage of Non-Renewable Energy Use from Total Energy Consumption	93,45%	93,85%	94,81%

Keterangan | Note:

- 1) Energi yang dibangkitkan sendiri mencakup sumber bahan bakar emisi tidak bergerak dan bergerak.
Self-generated energy includes energy derived from stationary and mobile fuel combustion sources.
- *) Penyajian kembali perhitungan energi akibat penyesuaian satuan perhitungan emisi di area Subholding Upstream.
Restatement of emissions calculations in the Upstream Subholding area was made due to adjustments in the calculation units.

Konsumsi Energi Terbarukan (GJ)

Renewable Energy Consumption (GJ)

Sumber Energi Sumber Energi	2025	2024	2023
Biodiesel	12.148.261,02	11.738.720,64*	10.388.983,01*
Panel Surya Solar Panels	166.020,24	302.848,83	157.213,41
Listrik yang Dibeli dari Sumber Terbarukan Electricity Purchased from Renewable Sources	15.404,28	14.854,26	14.781,84
Jumlah Konsumsi Energi Terbarukan Total Renewable Energy Consumption	12.329.685,54	12.056.423,73*	10.560.978,27*
Persentase Penggunaan Energi Terbarukan dari Konsumsi Energi Total Percentage of Renewable Energy Use from Total Energy Consumption	6,55%	6,15%*	5,19%*

Keterangan | Note:

- *) Penyajian kembali perhitungan energi akibat penyesuaian satuan perhitungan emisi di area Subholding Upstream.
Restatement of emissions calculations in the Upstream Subholding area was made due to adjustments in the calculation units.

Seluruh kegiatan operasional maupun bisnis yang dijalankan serta energi yang dibutuhkan, sepenuhnya untuk aktivitas eksplorasi dan produksi migas serta transportasi/pengangkutan ke fasilitas penerimaan. Laporan ini belum menyampaikan konsumsi energi berdasar kategori sektor hulu, yakni konsumsi energi untuk pembelian barang dan jasa; barang-barang modal; bahan bakar dan energi yang berkaitan dengan kegiatan, transportasi dan distribusi sektor hulu; pengelolaan timbulan limbah dari kegiatan operasi; perjalanan bisnis; *commuting* karyawan; dan aset yang disewakan. [GRI 103-3]

All operational and business activities carried out, as well as the energy required, are entirely related to oil and gas exploration and production activities, including transportation to receiving facilities. This report does not yet disclose energy consumption by upstream sector categories, such as energy consumption for the procurement of goods and services; capital goods; fuels and energy related to upstream transportation and distribution activities; waste management from operational activities; business travel; employee commuting; and leased assets. [GRI 103-3]

Intensitas Konsumsi Energi [OJK F.6] [GRI 103-4] [CCE-6.A2]

Intensitas Konsumsi Energi mencakup pada kegiatan produksi migas dari sumber energi tidak terbarukan. Laporan ini tidak menyertakan penghitungan Intensitas Konsumsi Energi dari penggunaan energi di

Energy Consumption Intensity [OJK F.6] [GRI 103-4] [CCE-6.A2]

Energy Consumption Intensity covers oil and gas production activities using non-renewable energy sources. This report does not include the calculation of Energy Consumption Intensity from energy used outside

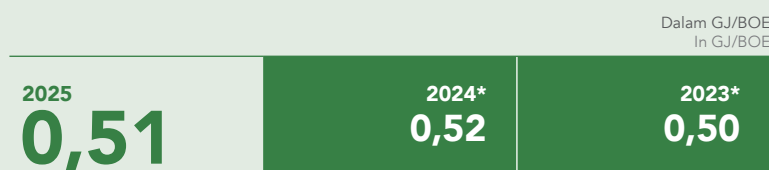


luar Perusahaan. Intensitas Konsumsi Energi dihitung sebagai energi per GJ yang dibutuhkan untuk produksi migas per *barrels of oil equivalent* (BOE). Pada 2025, jumlah konsumsi energi tidak terbarukan tercatat sebesar 138.879.062,50 GJ dan *gross up* produksi migas mencapai 270.075.369,90 BOE. Nilai Intensitas Konsumsi Energi 2025 mencapai 0,51 GJ/BOE, lebih rendah dari 2024 sebesar 0,52 GJ/BOE. Penghitungan tidak menyertakan penghitungan Intensitas Konsumsi Energi berdasarkan jenis energi yang digunakan. Intensitas energi dihitung tanpa memasukkan total energi dari PDSI, Elnusa, dan Badak LNG karena angka produksinya tidak dikonversikan menjadi BOE.

the Company. Energy Consumption Intensity is calculated as the amount of energy in GJ required for oil and gas production per barrel of oil equivalent (BOE). In 2025, total non-renewable energy consumption reached 138,879,062.50 GJ, while gross up oil and gas production was 270,075,369.90 BOE. The 2025 Energy Consumption Intensity reached 0.51 GJ/BOE, lower than 0.52 GJ/BOE in 2024. The calculation does not include Energy Consumption Intensity by type of energy used. Energy intensity is calculated excluding total energy consumption from PDSI, Elnusa, and Badak LNG because their production figures are not converted into BOE.

Hasil Pengukuran Intensitas Konsumsi Energi

Energy Consumption Intensity Measurement Results



*) Penyajian kembali perhitungan energi akibat penyesuaian satuan perhitungan emisi di area Subholding Upstream.
Restatement of emissions calculations in the Upstream Subholding area was made due to adjustments in the calculation units.



Reduksi Konsumsi Energi

[OJK F.7] [GRI 103-5] [CCE-3.C1, C.2] [CCE-6.C2]

Perhitungan efisiensi energi dilakukan dengan basis periode satu tahun, berdasarkan selisih antara jumlah energi terpakai aktual dengan program penghematan energi, dibandingkan estimasi energi terpakai tanpa program penghematan energi (*business as usual scenario*). *Base year* atau *baseline* yang digunakan sebagai dasar perhitungan pengurangan konsumsi energi sama dengan *base year* emisi, yaitu 2021.

Total reduksi energi selama 2025 mencapai 6.725.170,97 MWh atau setara 24.210,62 juta GJ. Jumlah tersebut lebih tinggi dari 2024 sebesar 4.433.442,25 MWh atau setara 15.960,39 juta GJ. Beberapa program/kegiatan reduksi energi di 2025, antara lain:

1. Efisiensi penggunaan *fuel gas* dengan optimasi pengoperasian gas turbin (pengurangan penggunaan *gas fuel* sebesar 2 MMSCFD dari sebelumnya 28 MMSCFD menjadi 26 MMSCFD). Implementasi program tersebut berkontribusi terhadap pencapaian reduksi konsumsi enegeri sebesar 3.411,01 juta GJ.
2. Efisiensi penggunaan *fuel gas* dengan optimasi pengoperasian gas turbin (pengurangan penggunaan *gas fuel* sebesar 6 MMSCFD dari sebelumnya 40 MMSCFD menjadi 34 MMSCFD). Inisiatif ini menghasilkan realisasi reduksi konsumsi energi sebesar 2.853,35 juta GJ.
3. Penarikan jaringan listrik untuk 3 sumur di lapangan Sungai Gelam (SGC-25, SGC-23 dan SGC-28). Upaya tersebut menghasilkan reduksi konsumsi energi sebesar 2.060,16 juta GJ.
4. Naturalisasi bahan bakar kapal menjadi diesel B35. Langkah ini menghasilkan realisasi reduksi energi sebesar 1.914,57 juta GJ.
5. Efisiensi penggunaan *fuel gas* dengan optimasi pengoperasian gas turbin (pengurangan penggunaan *gas fuel* sebesar 4 MMSCFD dari sebelumnya 34 MMSCFD menjadi 30 MMSCFD). Program ini berhasil merealisasikan reduksi energi sebesar 1.902,24 juta GJ.

Energi Energy Consumption Reduction

[OJK F.7] [GRI 103-5] [CCE-3.C1, C.2] [CCE-6.C2]

Energy efficiency is calculated on an annual basis, based on the difference between actual energy consumption after energy-saving programs are implemented and the estimated energy consumption without energy-saving programs (*business as usual scenario*). The base year or baseline used for calculating energy consumption reduction is the same as the emissions base year, which is 2021.

Total energy reduction during 2025 reached 6,725,170.97 MWh, equivalent to 24,210.62 million GJ. This amount was higher than the 2024 reduction of 4,433,442.25 MWh, equivalent to 15,960.39 million GJ. Several energy reduction initiatives implemented in 2025 included:

1. Fuel gas efficiency through optimization of gas turbine operations (reduction of fuel gas use by 2 MMSCFD, from 28 MMSCFD to 26 The implementation of this program contributed to an energy reduction of 3,411.01 million GJ.
2. Fuel gas efficiency through optimization of gas turbine operations (reduction of fuel gas use by 6 MMSCFD, from 40 MMSCFD to 34 MMSCFD). This initiative delivered an energy reduction of 2,853.35 million GJ.
3. Installation of electricity networks for 3 wells in the Sungai Gelam Field (SGC-25, SGC-23, and SGC-28). This effort generated an energy reduction of 2,060.16 million GJ.
4. Conversion of vessel fuel to B35 diesel. This measure achieved an energy reduction of 1,914.57 million GJ.
5. Fuel gas efficiency through optimization of gas turbine operations (reduction of fuel gas use by 4 MMSCFD, from 34 MMSCFD to 30 MMSCFD). This program successfully realized an energy reduction of 1,902.24 million GJ.

Perlindungan Keanekaragaman Hayati

Biodiversity Protection [OJK F.9] [GRI 304-1, 304-2] [ENV-3.C1, C2, C3,A1, A2, A.3, A4] [ENV-4.C2]



Sebagian wilayah operasional PHE berada di dalam atau berdekatan dengan area yang memiliki nilai ekologis penting, termasuk kawasan konservasi dan wilayah dengan tingkat keanekaragaman hayati yang tinggi. Namun demikian, kegiatan operasional di area tersebut telah memperoleh izin resmi dari Kementerian Lingkungan Hidup (KLH).

Komitmen perlindungan keanekaragaman hayati ditegaskan dalam 11 Strategi Keberlanjutan PHE; Pilar Lingkungan dalam Strategi dan Peta Jalan Keberlanjutan pada Fase Program Keanekaragaman Hayati (Fase Konsolidasi 2023-2025); dan Kebijakan Pengelolaan Lingkungan. Upaya perlindungan keanekaragaman hayati menjadi bentuk dukungan PHE terhadap Pemerintah Indonesia dalam pelaksanaan Kerangka Kerja Keanekaragaman Hayati Global Kunming-Montreal. Sesuai kerangka kerja tersebut, Perseroan berusaha menghentikan dan mengembalikan hilangnya keanekaragaman hayati, serta mencapai visi hidup harmonis dengan alam pada 2050.

Salah satu langkah PHE dalam mendukung kerangka kerja tersebut adalah menargetkan seluruh wilayah memiliki rencana perlindungan keanekaragaman hayati dan menyusun Biodiversity Action Plan (BAP), yakni dokumen yang dirancang untuk mengidentifikasi, menilai, dan mengelola dampak proyek terhadap keanekaragaman hayati.

Some of PHE's operational areas are located within or adjacent to areas with important ecological value, including conservation areas and regions with high biodiversity. However, operational activities in these areas have obtained official permits from the Ministry of Environment.

PHE's commitment to biodiversity protection is emphasized in the 11 Sustainability Strategies; the Environmental Pillar in the Sustainability Strategy and Roadmap under the Biodiversity Program Phase (Consolidation Phase 2023-2025); and the Environmental Management Policy. Biodiversity protection efforts are part of PHE's support for the Government of Indonesia in implementing the Kunming-Montreal Global Biodiversity Framework. In line with this framework, the Company seeks to halt and reverse biodiversity loss, while achieving the vision of living in harmony with nature by 2050.

One of PHE's efforts in supporting this framework is the target for all operational areas to have biodiversity protection plans and to develop Biodiversity Action Plans (BAP), which are documents designed to identify, assess, and manage project impacts on biodiversity.



Identifikasi Dampak terhadap Keanekaragaman Hayati dan Pengelolaannya

[OJK F.10] [GRI 304-3] [ENV-4.C1, A1] [SASB EM-EP-160a.1, 160a.3]

Hingga akhir 2025, Subholding Upstream mengelola 40 WK domestik, yang terdiri dari 21 WK operator (10 WK di daratan dan 11 WK di lepas pantai) serta 19 WK non-operator (9 WK di daratan dan 10 WK di lepas pantai). Secara keseluruhan, 19 WK (47%) berada di daratan dan 21 WK (53%) di lepas pantai. Selain itu, Perseroan juga mengelola 3 WK internasional melalui tiga anak perusahaan PIEP serta memiliki kepemilikan saham di Maurel & Prom (M&P). Seluruh WK telah melakukan pengelolaan dampak terhadap keanekaragaman hayati sehingga tidak ada WK dengan kondisi keanekaragaman hayati yang rusak parah akibat terdampak kegiatan operasi. [SASB EM-EP-000.B, 000.C]

Identification and Management of Biodiversity Impacts

[OJK F.10] [GRI 304-3] [ENV-4.C1, A1] [SASB EM-EP-160a.1, 160a.3]

As of the end of 2025, the Upstream Subholding manages 40 domestic working areas (WKs), comprising 21 operated WKs (10 onshore and 11 offshore) and 19 non-operated WKs (9 onshore and 10 offshore). Overall, 19 WKs (47%) are located onshore and 21 WKs (53%) offshore. In addition, the Company manages 3 international working areas through three PIEP subsidiaries and holds an equity interest in Maurel & Prom (M&P). All WKs had implemented biodiversity impact management measures, and therefore no WK experienced severe biodiversity degradation as a result of operational activities. [SASB EM-EP-000.B, 000.C]

Lokasi WK PHE Subholding Upstream di Indonesia yang Berada dan/atau Berdekatan dengan Kawasan Dilindungi

Locations of PHE Upstream Subholding Working Areas in Indonesia that are Located Within and/or Adjacent to Protected Areas

Wilayah Kerja Terdampak Affected Working Area	Deskripsi dan Langkah Mitigasi Description and Mitigation Measures
<p>PHE NSO (Eks. Mobil Exploration Indonesia Inc.) PHE NSO (Formerly Mobil Exploration Indonesia Inc.) Berbatasan langsung dengan ekosistem Leuser. Directly adjacent to the Leuser ecosystem.</p>	<p>Pendampingan mitigasi konflik satwa liar dan manusia di lanskap Cot Girek, Aceh Utara Wildlife and Human Conflict Mitigation Assistance in the Cot Girek Landscape, North Aceh Program ini dilaksanakan untuk meminimalisir interaksi negatif antara Gajah Sumatra dengan masyarakat di sekitar wilayah operasional. Kegiatan dilakukan bersama LSM LPL-Ha melalui pembentukan unit pengelola gampong, sosialisasi kepada masyarakat, pelatihan mitigasi konflik satwa liar, serta patroli rutin untuk memantau pergerakan gajah dan mencegah potensi konflik. This program was implemented to minimize negative interactions between Sumatran elephants and communities surrounding the operational area. Activities were carried out together with NGO LPL-Ha through the establishment of village management units, community outreach, wildlife conflict mitigation training, and routine patrols to monitor elephant movements and prevent potential conflicts.</p>
<p>PT Pertamina EP Asset 1 Field Jambi PT Pertamina EP Asset 1 Jambi Field Sebagian lokasi Lapangan Betung berada pada Taman Hutan Raya (Tahura). Part of the Betung Field area is located within a Grand Forest Park (Tahura).</p>	<p>Perlindungan dan Pengelolaan Tanaman Endemik di Lapangan Kenali Asam dan Lapangan Bajubang Protection and Management of Endemic Plants in the Kenali Asam Field and Bajubang Field Program ini dilaksanakan melalui penanaman tanaman endemik di Lapangan Kenali Asam dan Lapangan Bajubang. Setelah penanaman dilakukan, Perseroan bersama mitra melakukan perlindungan dan pengelolaan terhadap tanaman yang telah ditanam agar dapat tumbuh, berkembang, dan terjaga keberlanjutannya dengan baik. Program ini dilaksanakan bekerja sama dengan DLH Jambi. This program was implemented through the planting of endemic species in the Kenali Asam Field and Bajubang Field. After planting, the Company and its partners carried out protection and management measures to ensure that the plants could grow, develop, and remain sustainable. The program was implemented in collaboration with the Jambi Environmental Agency.</p>
<p>PHE Jambi Merang Peta Blok Jambi Merang beririsan dengan Kawasan Taman Nasional Sembilang. The Jambi Merang Block overlaps with the Sembilang National Park area.</p>	<p>Konservasi Ex Situ Owa Ungko dan Gajah Sumatra Ex Situ Conservation of Agile Gibbons and Sumatran Elephants Bersama dengan UPTD Taman Rimbo Jambi, program ini dilaksanakan sebagai bentuk partisipasi dalam upaya penyelamatan dan perlindungan satwa langka serta dilindungi, khususnya Owa Ungko (Hylobates agilis) yang berstatus Endangered dan Gajah Sumatra (Elephas maximus sumatranus) yang berstatus Critically Endangered. In collaboration with the Jambi Rimbo Park UPTD, this program was implemented as part of efforts to rescue and protect rare and protected wildlife, particularly the Agile Gibbon (Hylobates agilis), which is classified as Endangered, and the Sumatran Elephant (Elephas maximus sumatranus), which is classified as Critically Endangered.</p>
<p>Pertamina Hulu Rokan Zona Rokan beririsan dengan Suaka Margasatwa Balai Raja, Suaka Margasatwa Pusat Latihan Gajah Sebang, Taman Wisata Alam Sungai Dumai dan Taman Hutan Raya Sultan Syarif Hasyim. The Rokan Zone overlaps with the Balai Raja Wildlife Reserve, Sebang Elephant Training Center Wildlife Reserve, Sungai Dumai Nature Tourism Park, and Sultan Syarif Hasyim Grand Forest Park.</p>	<p>Konservasi Gajah melalui SMART Patrol System Elephant Conservation through the SMART Patrol System Sebagai bagian dari upaya perlindungan Gajah Sumatra (Elephas maximus sumatranus) yang berstatus Critically Endangered, Perseroan menerapkan SMART Patrol System untuk memantau keberadaan dan pola pergerakan gajah secara lebih akurat. Sistem ini memanfaatkan integrasi berbagai teknologi seperti GPS collar, camera trap, dan drone thermal yang mampu menyediakan data secara real-time. Melalui pemantauan tersebut, risiko konflik antara gajah dan masyarakat dapat diminimalisir sekaligus mendukung pengembangan pola ruang gajah dan manusia. Selain pemantauan, kegiatan juga mencakup penggiringan gajah liar kembali ke habitatnya. Program ini dilaksanakan bersama BBKSDA Riau, Rimba Satwa Foundation, dan masyarakat setempat. As part of efforts to protect the Sumatran Elephant (Elephas maximus sumatranus), which is classified as Critically Endangered, the Company implemented the SMART Patrol System to monitor elephant presence and movement patterns more accurately. The system integrates various technologies such as GPS collars, camera traps, and thermal drones capable of providing real-time data. Through this monitoring, the risk of conflict between elephants and local communities can be minimized, while also supporting the development of spatial planning for elephants and humans. In addition to monitoring, activities also include herding wild elephants back to their habitat. The program is implemented in collaboration with BBKSDA Riau, the Rimba Satwa Foundation, and local communities.</p>

Wilayah Kerja Terdampak Affected Working Area	Deskripsi dan Langkah Mitigasi Description and Mitigation Measures
<p>PHE OK Kawasan konservasi yang ditetapkan berada di Makartitama, Kecamatan Peninjauan, Sumatra Selatan. The designated conservation area is located in Makartitama, Peninjauan District, South Sumatra.</p>	<p>Biostimulan Mikroalga untuk Perlindungan Keanekaragaman Hayati di Makartitama Microalgae Biostimulants for Biodiversity Protection in Makartitama PHE OK melakukan perawatan khusus terhadap Gaharu Buaya dengan mengaplikasikan biostimulan mikroalga <i>Chlorella vulgaris</i> pada rizosfer tanah. Pendekatan ini dilakukan guna mendukung perlindungan keanekaragaman hayati sekaligus menjaga spesies di kawasan Makartitama, Peninjauan, Ogan Komering Ulu. Program ini dilaksanakan bersama Universitas Sriwijaya dan masyarakat setempat. PHE OK carried out special treatment for Gaharu Buaya by applying the microalgae biostimulant <i>Chlorella vulgaris</i> to the soil rhizosphere. This approach was implemented to support biodiversity protection while preserving species in the Makartitama area, Peninjauan, Ogan Komering Ulu. The program was carried out in collaboration with Sriwijaya University and local communities.</p>
<p>PHE RT Kawasan konservasi yang ditetapkan berada di Air itam, Kec. Abab, Kabupaten PALI, Sumatra Selatan. The designated conservation area is located in Air Itam, Abab District, PALI Regency, South Sumatra.</p>	<p>Konservasi Damar Putih di DAS Sungai Air Itam Conservation of White Damar (<i>Agathis labillardierei</i>) in the Air Itam River Basin Perseroan melaksanakan konservasi Damar Putih di area konservasi DAS Sungai Air Itam, Abab, PALI. Pemanfaatan spesies lokal diharapkan dapat meningkatkan keberhasilan konservasi sekaligus menjaga keseimbangan keanekaragaman hayati di kawasan tersebut. Program ini dilaksanakan bersama Plantari dan Universitas Muhammadiyah Palembang. White Damar Conservation in the Air Itam River Basin. The Company carried out White Damar conservation in the Air Itam River basin conservation area in Abab, PALI. The use of local species is expected to increase conservation success rate while maintaining biodiversity balance in the area. The program was implemented in collaboration with Plantari and Muhammadiyah University, Palembang.</p>
<p>PT Pertamina EP Asset 1 Field Ramba PT Pertamina EP Asset 1 Ramba Field Area Ramba khususnya struktur Bentayan Berdekatan dengan Suaka Margasatwa Sumatra Selatan. The Ramba area, particularly the Bentayan structure, is located near a wildlife reserve in South Sumatra.</p>	<p>Mempertahankan Kelestarian Tanaman Jabon sebagai Pohon Endemik Sumatra Selatan Preserving Jabon Trees as an Endemic Species of South Sumatra PT Pertamina EP Asset 1 Ramba Field melaksanakan program pelestarian tanaman Jabon sebagai salah satu pohon endemik Sumatra Selatan. Program ini bertujuan untuk menjaga tanaman Jabon sebagai spesies lokal di Desa Ramba Jaya. Pelaksanaan program dilakukan bersama masyarakat dan pemerintah daerah. PT Pertamina EP Asset 1 Ramba Field implemented a conservation program for Jabon trees as one of South Sumatra's endemic tree species. The program aims to preserve Jabon as a local species in Ramba Jaya Village. The program was implemented together with local communities and regional government authorities.</p>
<p>PT Pertamina EP Asset 2 Field Prabumulih PT Pertamina EP Asset 2 Prabumulih Field WK Prabumulih area ramok senabing berdekatan dengan Kawasan konservasi gajah di Lahat. The Prabumulih Working Area, particularly the Ramok Senabing area, is located near an elephant conservation area in Lahat.</p>	<p>Konservasi Gajah Sumatra di Pusat Latihan Gajah Kelompok Hutan Isau-Isau Sumatran Elephant Conservation at the Isau-Isau Forest Group Elephant Training Center Pusat Latihan Gajah Kelompok Hutan Isau-Isau di Lahat menjadi lokasi pelaksanaan program konservasi Gajah Sumatra (<i>Elephas maximus sumatranus</i>) yang berstatus <i>Critically Endangered</i> berdasarkan IUCN Red List. Program ini difokuskan pada perlindungan gajah liar yang sebelumnya terlibat konflik dengan masyarakat, seperti memasuki area perkebunan dan permukiman. Pelaksanaan program dilakukan bersama BKSDA Sumsel-SKW II Lahat. The Isau-Isau Forest Group Elephant Training Center in Lahat became the location for a Sumatran Elephant (<i>Elephas maximus sumatranus</i>) conservation program, as the species is classified as Critically Endangered under the IUCN Red List. The program focuses on protecting wild elephants that had previously been involved in conflicts with local communities, such as entering plantation and settlement areas. The program was implemented together with BKSDA South Sumatra-SKW II Lahat.</p>
<p>PT Pertamina EP Asset 2 Field Pendopo PT Pertamina EP Asset 2 Pendopo Field Kawasan konservasi yang ditetapkan berada di wilayah Komplek Pertamina Pendopo Field kec. Talang Ubi Kab. Penukal Abab Lematang Ilir dan Balai Konservasi Spesies Anggrek kec. Selangit kab. Musi Rawas. The designated conservation area is located within the Pertamina Pendopo Field Complex in Talang Ubi District, Penukal Abab Lematang Ilir Regency, and the Orchid Species Conservation Center in Selangit District, Musi Rawas Regency.</p>	<p>Konservasi Flora yang Perlahan Menghilang Conservation of Flora That Is Gradually Disappearing Beberapa trunkline dan fasilitas perusahaan berada di dekat jalur perlintasan Gajah Sumatra (<i>Elephas maximus sumatranus</i>). Oleh karena itu, perusahaan melakukan konservasi flora yang perlahan menghilang dengan melakukan penanaman pohon di sekitar area operasi yang berdekatan dengan jalur perlintasan Gajah Sumatra. Kegiatan ini diharapkan dapat membantu mempertahankan habitat dan sumber pakan alami, menjaga koridor hijau, serta mengurangi potensi konflik antara manusia dan satwa. Pelaksanaannya melibatkan penghuni kompera dan masyarakat setempat disertai edukasi mengenai perawatan tanaman. Several trunklines and company facilities are located near the migration route of the Sumatran Elephant (<i>Elephas maximus sumatranus</i>). Therefore, the Company implemented a flora conservation program by planting trees around operational areas adjacent to the Sumatran elephant migration route. This initiative is expected to help preserve natural habitat and food sources, maintain green corridors, and reduce the potential for conflict between humans and wildlife. The program involved residents of the company housing complex and local communities, along with education on plant maintenance.</p>



Wilayah Kerja Terdampak
Affected Working Area

Deskripsi dan Langkah Mitigasi
Description and Mitigation Measures

PT PHE Offshore North West Java (PHE ONWJ)

Wilayah kerja PHE ONWJ di perairan Kabupaten Administrasi Kepulauan Seribu beririsan dengan kawasan konservasi Taman Nasional Kepulauan Seribu. Selain itu, wilayah kerja terluar di perairan Pulau Biawak, Kabupaten Indramayu, juga berada dekat dengan Kawasan Konservasi Laut Daerah (KKLD) Kabupaten Indramayu, Provinsi Jawa Barat. The PHE ONWJ working area in the waters of the Thousand Islands Administrative Regency overlaps with the Thousand Islands National Park conservation area. In addition, the outer working area in the waters of Biawak Island, Indramayu Regency, is located near the Regional Marine Conservation Area (KKLD) of Indramayu Regency, West Java Province.

Restorasi Mangrove Pantai Utara Jawa (REMAJA)

North Coast of Java Mangrove Restoration (REMAJA)

Restorasi ekosistem mangrove di Pantai Utara Jawa dilakukan sebagai upaya perlindungan keanekaragaman hayati melalui berbagai kegiatan, seperti penelitian, peningkatan jenis tanaman, pemeliharaan, monitoring, dan evaluasi hasil penghijauan mangrove beserta tanaman asosiasinya. Kegiatan ini dilaksanakan di 6 pulau di Kepulauan Seribu, 10 desa di Kabupaten Karawang, 2 desa di Kabupaten Subang, serta 3 desa di Kabupaten Indramayu dengan melibatkan kelompok masyarakat desa setempat.

Mangrove ecosystem restoration on the North Coast of Java was carried out as part of biodiversity protection efforts through various activities, including research, enrichment planting, maintenance, monitoring, and evaluation of mangrove reforestation results and associated plant species. These activities were implemented across six islands in the Thousand Islands, 10 villages in Karawang Regency, two villages in Subang Regency, and three villages in Indramayu Regency, involving local village community groups.

PT Pertamina Hulu Energi - Offshore South East Sumatra (OSES)

WK OSES berada di antara dua kawasan konservasi, yaitu Taman Nasional Kepulauan Seribu di bagian tenggara dan Taman Nasional Way Kambas di bagian barat.

The OSES Working Area is located between two conservation areas, namely the Thousand Islands National Park in the southeast and Way Kambas National Park in the west.

Pemulihan Ekosistem Terumbu Karang

Coral Reef Ecosystem Restoration

Terumbu karang di Pulau Bulat, Pulau Melintang Besar, Pulau Hantu Timur, Pulau Opak Kecil, dan Pulau Bira Besar menghadapi tantangan degradasi yang dapat memengaruhi keseimbangan ekosistem laut. Guna mendukung pemulihannya, Perseroan menerapkan metode jaring laba-laba (*spider web*) yang dilengkapi dengan pemeliharaan secara berkala guna membantu pertumbuhan terumbu karang baru. Kegiatan ini melibatkan masyarakat setempat sebagai binaan taman nasional agar memiliki kesadaran dan peran aktif dalam menjaga kelestarian lingkungan pesisir dan laut. Program ini dilaksanakan bersama Taman Nasional Kepulauan Seribu.

Terumbu karang di Pulau Bulat, Pulau Melintang Besar, Pulau Hantu Timur, Pulau Opak Kecil, dan Pulau Bira Besar menghadapi tantangan degradasi yang dapat memengaruhi keseimbangan ekosistem laut. Guna mendukung pemulihannya, Perseroan menerapkan metode jaring laba-laba (*spider web*) yang dilengkapi dengan pemeliharaan secara berkala guna membantu pertumbuhan terumbu karang baru. Kegiatan ini melibatkan masyarakat setempat sebagai binaan taman nasional agar memiliki kesadaran dan peran aktif dalam menjaga kelestarian lingkungan pesisir dan laut. Program ini dilaksanakan bersama Taman Nasional Kepulauan Seribu.

Pertamina Hulu Sanga - Sanga (PHSS)

PHSS Lapangan Mutiara berdekatan dan bersinggungan dengan area Taman Hutan Raya Bukit Soeharto. Selain itu, Lapangan Mutiara dan Pamaguan berada dalam wilayah deliniasi Ibu Kota Nusantara.

The PHSS Mutiara Field is adjacent to and intersects with the Bukit Soeharto Grand Forest Park area. In addition, the Mutiara and Pamaguan Fields are located within the delineation area of the Nusantara Capital City.

Reboisasi Lahan Tahura Bukit Soeharto

Reforestation of Bukit Soeharto Grand Forest Park Land

Kawasan Tahura Bukit Soeharto di Samboja, Kutai Kartanegara menjadi lokasi pelaksanaan program reboisasi yang bertujuan mendukung pemulihan tutupan lahan dan menjaga keberlanjutan ekosistem. Reboisasi dilakukan melalui penanaman tanaman kayu-kayuan maupun *Multi Purpose Tree Species* (MPTS). Pelaksanaan program dilakukan bersama PT. Anugerah Rimba Kalimantan dan UPTD Tahura Bukit Soeharto.

The Bukit Soeharto Grand Forest Park area in Samboja, Kutai Kartanegara became the location for a reforestation program aimed at supporting land cover recovery and maintaining ecosystem sustainability. Reforestation was carried out through the planting of timber species and Multi Purpose Tree Species (MPTS). The program was implemented in collaboration with PT Anugerah Rimba Kalimantan and the Bukit Soeharto Grand Forest Park UPTD.

PT Pertamina EP Asset 5 Field Sangatta

PT Pertamina EP Asset 5 Sangatta Field

PEP Sangatta berada dikawasan Taman Nasional Kutai.

PEP Sangatta is located within the Kutai National Park area.

Rehabilitasi Orangutan & Perawatan Tanaman Reforestasi

Orangutan Rehabilitation and Reforestation Plant Maintenance

Pemulihan habitat dan peningkatan kemampuan bertahan hidup orangutan menjadi fokus utama dalam program yang dilaksanakan di Margomulyo, Samboja, Kalimantan Timur. Kegiatan rehabilitasi dilakukan melalui perawatan medis, pelatihan keterampilan bertahan hidup, serta monitoring secara berkelanjutan terhadap orangutan. Pada saat yang sama, Perseroan juga melakukan rehabilitasi lahan kritis melalui kegiatan reforestasi dan perawatan tanaman guna mendukung terbentuknya habitat yang lebih baik bagi orangutan. Program ini dilaksanakan bersama BOSF.

Habitat recovery and improving orangutans' survival skills became the main focus of the program implemented in Margomulyo, Samboja, East Kalimantan. Rehabilitation activities included medical treatment, survival skills training, and continuous monitoring of orangutans. At the same time, the Company also rehabilitated degraded land through reforestation activities and plant maintenance to support the creation of a better habitat for orangutans. The program was implemented together with Borneo Orangutan Survival Foundation (BOSF).

PT Pertamina EP Asset 5 Field Sanga-Sanga

Seluruh wilayah operasional PT Pertamina EP Sanga-Sanga Field telah memperoleh Izin Pinjam Pakai Kawasan Hutan (IPPKH) seluas 75,97 hektar berdasarkan surat No. SRT-0530/SKKO000/2015/S0 tanggal 2 Juli 2015. Dari total luasan tersebut, sekitar 7,5 hektar wilayah kerja di Tanjung Una berada pada kawasan lindung habitat bekantan, satwa endemik Kalimantan, yang berada di bawah pengawasan KPHP Delta Mahakam.

Pengembangan Area Hijau

Perseroan melakukan penanaman pengayaan dengan jenis tumbuhan bernilai konservasi tinggi serta tanaman yang bermanfaat bagi masyarakat. Pola penanaman disesuaikan dengan karakteristik pulau, dengan mangrove berakar kuat ditempatkan di bagian tepi untuk membantu mencegah erosi, sementara jenis tanaman lainnya ditanam di bagian tengah pulau. Program ini dilaksanakan bersama BKSDA.

Wilayah Kerja Terdampak Affected Working Area

All operational areas of PT Pertamina EP Sangasanga Field have obtained Forest Area Borrow-and-Use Permits (IPPKH) covering 75.97 hectares based on Letter No. SRT-0530/SKKO000/2015/SO dated July 2, 2015. Of the total area, around 7.5 hectares of the working area in Tanjung Una are located within a protected habitat area for proboscis monkeys, an endemic species of Kalimantan, under the supervision of Production forest management unit (KPHP) Delta Mahakam.

Deskripsi dan Langkah Mitigasi Description and Mitigation Measures

Green Area Development

The Company carried out enrichment planting using species with high conservation value as well as plants beneficial to local communities. The planting pattern was adjusted to the characteristics of the island, with strong-rooted mangroves planted along the edges to help prevent erosion, while other plant species were planted in the middle of the island. The program was implemented in collaboration with the Natural resources conservation center (BKSDA).

PT Pertamina EP Asset 5 Field Tarakan PT Pertamina EP Asset 5 Tarakan Field

PT Pertamina EP Tarakan Field memiliki area konservasi keanekaragaman hayati yang ditetapkan berdasarkan Keputusan Kepala Badan Koordinasi Penanaman Modal No. 42/1/IPPKH/PMDH/2018 tentang Izin Pinjam Pakai Kawasan Hutan untuk kegiatan eksisting operasi produksi minyak dan gas bumi beserta sarana penunjangnya atas nama SKK Migas - PT Pertamina EP seluas ±33,47 hektar pada kawasan lindung di Kabupaten Bulungan dan Kota Tarakan, Provinsi Kalimantan Utara.

PT Pertamina EP Tarakan Field has a biodiversity conservation area established under the Decree of the Head of the Investment Coordinating Board No. 42/1/IPPKH/PMDH/2018 concerning Forest Area Borrow-and-Use Permits for existing oil and gas production operations and supporting facilities on behalf of SKK Migas - PT Pertamina EP, covering approximately 33.47 hectares in protected areas in Bulungan Regency and Tarakan City, North Kalimantan Province.

Boosting Ecological Enrichment through Circular Yield of Kelulut Byproducts (BEECYCLE)

Program: BEECYCLE (Boosting Ecological Enrichment through Circular Yield of Kelulut By-products) Residu kelulut yang sebelumnya belum dimanfaatkan secara optimal diolah kembali menjadi pupuk organik melalui program BEECYCLE. Pendekatan ini tidak hanya mendukung penerapan ekonomi sirkular ekologis, tetapi juga membantu meningkatkan kesuburan tanah dan mendukung pertumbuhan tanaman endemik, termasuk Damar Pulau (Agathis borneensis). Program ini dilaksanakan di Kawasan Konservasi Gunung Selatan, Kelurahan Kampung Satu Skip, Tarakan Tengah, Tarakan, Kalimantan Utara. Pelaksanaan program dilakukan bersama Pemerintah Provinsi Kalimantan Utara. Kelulut residue that had previously not been optimally utilized is processed into organic fertilizer through the BEECYCLE program. This approach not only supports the implementation of an ecological circular economy, but also helps improve soil fertility and supports the growth of endemic plants, including Damar Pulau (Agathis borneensis). The program is implemented in the Gunung Selatan Conservation Area, Kampung Satu Skip Village, Central Tarakan, Tarakan, North Kalimantan, in collaboration with the North Kalimantan Provincial Government.

PT Pertamina EP Asset 4 Field Donggi Matindok

PT Pertamina EP Asset 4 Donggi Matindok Field Terdapat jalur *trunkline* Donggi Matindok Field yang melewati area konservasi Hutan Bakiriang. There is a Donggi Matindok Field *trunkline* route that passes through the Bakiriang Forest conservation area.

Taman Kehati Kokolombi untuk Konservasi Satwa Endemik Pulau Peleng

Kokolombi Biodiversity Park for the Conservation of Endemic Animals of Peleng Island

Melalui program Taman Kehati Kokolombi, Perseroan melaksanakan konservasi satwa endemik Pulau Peleng dan Banggai Kepulauan melalui pengayaan pakan dengan tanaman lokal. Satwa prioritas dalam program ini meliputi Gagak Banggai (*Corvus unicolor*) yang berstatus *Vulnerable*, dan Tarsius Pulau Peleng (*Peleng tarsier*) yang berstatus *Critically Endangered* berdasarkan IUCN Red List. Selain mendukung perlindungan satwa, program ini juga diarahkan untuk meningkatkan kesejahteraan masyarakat melalui pengembangan paket wisata dan budidaya madu hutan. Pelaksanaan program dilakukan bersama Pengurus Taman Kehati Kokolombi, Dinas Lingkungan Hidup Banggai Kepulauan, dan Pemerintah Kabupaten Banggai Kepulauan.

Through the Kokolombi Biodiversity Park program, the Company carried out conservation efforts for endemic animal species of Peleng Island and Banggai Islands through feed enrichment using local plants. Priority species in this program include the Banggai Crow (*Corvus unicolor*), which is classified as *Vulnerable*, and the *Peleng Tarsier*, which is classified as *Critically Endangered* on the IUCN Red List. In addition to supporting wildlife protection, the program is also designed to improve community wellbeing through the development of tourism packages and forest honey cultivation. The program is implemented in collaboration with the Kokolombi Biodiversity Park Management, the Banggai Islands Environmental Agency, and the Banggai Islands Regency Government.

JOB Pertamina Medco Tomori

Sumur Senoro #4 berdekatan dengan area konservasi burung maleo.

Senoro Well #4 is located near the maleo bird conservation area.

Program Konservasi Maleo

Maleo Conservation Program

JOB Tomori menjalankan program konservasi Maleo di Sinorang Pantai, Batui Selatan, Banggai melalui pendekatan *ex situ* dan *in situ*. Kegiatan yang dilakukan mencakup perlindungan dan perawatan lokasi peneluran, pembangunan fasilitas peneluran semi alami, penetasan telur Maleo, penyadartahuan kepada masyarakat, hingga pelepasliaran Maleo ke habitat alaminya. Program ini juga melibatkan ahli konservasi Maleo untuk mendukung proses penetasan telur secara *ex situ* sehingga dapat meningkatkan keberhasilan perlindungan spesies tersebut. Pelaksanaan program dilakukan bersama BKSDA, akademisi, dan masyarakat setempat.

JOB Tomori carries out the Maleo conservation program in Sinorang Beach, South Batui, Banggai through both *ex-situ* and *in situ* approaches. Activities include protection and maintenance of nesting sites, construction of semi-natural nesting facilities, Maleo egg hatching, community awareness programs, and the release of Maleo birds back into their natural habitat. The program also involves Maleo conservation experts to support the *ex-situ* egg hatching process in order to improve the success of species protection. The program is implemented in collaboration with BKSDA, academics, and local communities.

Adapun upaya lainnya sepanjang 2025 yang PHE lakukan untuk pemulihan lahan serta konservasi, di antaranya:

- Menanam pohon dan mangrove pada 355 Ha di dalam area premises, 114 Ha di luar area premises, 763 Ha di area Peretujuan Pemanfaatan Kawasan Hutan (PPKH), dan 234 hektar melalui program CID.
- Transplantasi Terumbu Karang dengan metode *artificial substrate* berupa *wire* di Pulau Soop, Distrik Sorong Kepulauan, Kota Sorong, Provinsi Papua Barat Daya sebanyak 11.150 fragmen.
- Taman Anggrek Selangit di Kabupaten Musi Rawas dikembangkan bekerja sama dengan BKSDA Provinsi Sumatra Selatan.
- Taman Tematik Orchidarium di Kebun Raya Balikpapan melestarikan anggrek endemik Kalimantan melalui konservasi, perbanyakan, dan hibridisasi, sekaligus mengurangi pengambilan liar dari hutan.
- Konservasi Hutan Mangrove Badak LNG sebanyak 454.000 bibit.
- Konservasi Penyu Sisik (*Eretmochelys imbricata*) dengan status IUCN *Critically Endangered* mencakup 2.386 ekor di Pulau Sabira dan 545 ekor di SM Pulau Rambut, Kepulauan Seribu.
- Konservasi multispecies di WK Rokan untuk melindungi fauna dengan status IUCN *Critically Endangered*, meliputi 95 ekor Lutung Kokah (*Presbytis femoralis*), 77 ekor Gajah Sumatra (*Elephas maximus sumatranus*), 47 ekor Kekah (*Presbytis percura*), 3 ekor Harimau Sumatra (*Panthera tigris sumatra*).
- Konservasi satwa endemik Pulau Kalimantan, yaitu Pesut Mahakam (*Orcaella brevirostris*) dengan status IUCN *Endangered* sebanyak 65 ekor dan Orang Utan Kalimantan (*Pongo pygmaeus*) dengan status IUCN *Critically Endangered* sebanyak 6 ekor.
- Menanam sebanyak 4.499.274 pohon sebagai upaya mendukung pelestarian lingkungan.

Other efforts carried out by PHE throughout 2025 for land restoration and conservation included:

- Planting trees and mangroves across 355 hectares within premises areas, 114 hectares outside premises areas, 763 hectares in Forest Area Utilization Approval (PPKH) areas, and 234 hectares through CID programs.
- Coral reef transplantation using artificial substrate wire methods on Soop Island, Sorong Islands District, Sorong City, Southwest Papua Province, covering 11,150 coral fragments.
- Development of the Selangit Orchid Park in Musi Rawas Regency in collaboration with BKSDA South Sumatra Province.
- Orchidarium Thematic Park at Balikpapan Botanical Garden preserves endemic Kalimantan orchids through conservation, propagation, and hybridization, while reducing illegal harvesting from forests.
- Mangrove forest conservation by Badak LNG involving 454,000 seedlings.
- Conservation of Hawksbill Sea Turtles (*Eretmochelys imbricata*), classified as Critically Endangered by IUCN, comprising 2,386 turtles on Sabira Island and 545 turtles in Rambut Island Wildlife Reserve, Thousand Islands.
- Multi-species conservation in the Rokan Working Area to protect fauna classified as Critically Endangered by IUCN, including 95 Raffles' Banded Langurs (*Presbytis femoralis*), 77 Sumatran Elephants (*Elephas maximus sumatranus*), 47 Sumatran Surilis (*Presbytis percura*), and 3 Sumatran Tigers (*Panthera tigris sumatra*).
- Conservation of endemic Kalimantan species, including 65 Mahakam River Dolphins (*Orcaella brevirostris*), classified as Endangered by IUCN, and 6 Bornean Orangutans (*Pongo pygmaeus*), classified as Critically Endangered by IUCN.
- Planting 4,499,274 trees an to support environmental preservation.

Daftar Spesies Teridentifikasi dan Tingkat Kepunahan [GRI 304-4]

Berdasarkan identifikasi dan pendataan spesies yang ditemukan di WK PHE, hingga akhir periode pelaporan, tercatat ada 123 spesies langka dalam Daftar Merah The International Union for Conservation of Nature (IUCN) yang termasuk sangat terancam punah, terancam punah, dan rentan. Selain itu, terdapat 41 spesies dilindungi sesuai Undang-Undang (UU) No. 5 Tahun 1990 tentang Konservasi Sumber Daya Alam; serta Peraturan Pemerintah No. 7 Tahun 1999 tentang Pengawetan Jenis Tumbuhan dan Satwa.

List of Identified Species and Extinction Status [GRI 304-4]

Based on the identification and recording of species found in PHE working areas, by the end of the reporting period there were 123 rare species listed in the International Union for Conservation of Nature Red List that were categorized as Critically Endangered, Endangered, and Vulnerable. In addition, there were 41 protected species in accordance with Law No. 5 of 1990 concerning Conservation of Natural Resources, as well as Government Regulation No. 7 of 1999 concerning the Preservation of Plant and Animal Species.



Jumlah Spesies Fauna Dilindungi dan Tingkat Kepunahan Berdasarkan Daftar Merah IUCN
 Number of Protected Fauna Species and Extinction Status Based on the 2025 IUCN Red List

Sangat Terancam Punah Critically Endangered	Terancam Punah Endangered	Rentan Vulnerable	Hampir Terancam Near Threatened	Risiko Rendah Least Concern
23	35	65	37	538

Wilayah Kerja dengan Cemaran Udara [ENV-5.C2]

Secara umum, kualitas udara ambien di masing-masing WK telah memenuhi ambang batas yang ditetapkan pemerintah sehingga tidak ada cemaran udara yang berdampak terhadap keanekaragaman hayati.

Akses dan Pemanfaatan Bersama dan Layanan Ekosistem

Langkah PHE mengelola dampak keanekaragaman hayati dijalankan dengan tetap memperhatikan ekosistem sosial di masing-masing WK. PHE tetap membuka akses dan pemanfaatan bersama kepada pihak-pihak yang berkepentingan, termasuk masyarakat adat/penduduk asli sesuai dengan kearifan lokal. Hal tersebut sejalan dengan penerapan Undang-Undang No. 11 Tahun 2013 tentang Pengesahan Protokol Nagoya tentang Akses pada Sumber Daya Genetik dan Pembagian Keuntungan yang Adil dan Seimbang yang Timbul dari Pemanfaatannya atas Konvensi Keanekaragaman Hayati. Selama 2025, kami tidak pernah menerima laporan/pengaduan mengenai kesulitan akses dan pemanfaatan bersama atas keanekaragaman hayati dari pihak-pihak yang berkepentingan maupun masyarakat adat/penduduk asli.

Working Areas with Air Pollution [ENV-5.C2]

In general, ambient air quality in each working area has complied with the threshold limits set by the government, and therefore there has been no air pollution affecting biodiversity.

Access, Shared Use, and Ecosystem Services

PHE manages biodiversity impacts while continuing to consider the social ecosystem in each working area. PHE continues to provide access and shared use opportunities to stakeholders, including indigenous peoples/local communities, in accordance with local wisdom. This is in line with the implementation of Law No. 11 of 2013 concerning the Ratification of the Nagoya Protocol on Access to Genetic Resources and the Fair and Equitable Sharing of Benefits Arising from Their Utilization under the Convention on Biological Diversity. During 2025, we did not receive any reports or complaints regarding difficulties in access and shared use of biodiversity resources from stakeholders or indigenous peoples/local communities.

PHE berkomitmen mencapai *Net Positive Impact* (NPI) melalui implementasi Biodiversity Action Plan yang sistematis—sebuah *business enabler* yang kami jalankan bersama komunitas lokal dan pemerintah daerah, serta dibuktikan dengan monitoring dan pelacakan kemajuan yang terukur. Karena kami percaya bisnis tumbuh ketika alam tumbuh, PHE membangun jejak energi yang menjaga manusia dan planet dengan menanamkan NPI di setiap proyek, mengelola bersama masyarakat dan otoritas, serta melaporkan secara transparan agar ketahanan energi dan ekosistem yang sehat berjalan maju bersama, selaras dengan agenda Nature Positive by 2030 dan visi GBF 'Living in Harmony with Nature' pada 2050.

PHE is committed to achieving Net Positive Impact (NPI) through the systematic implementation of a Biodiversity Action Plan—serving as a business enabler carried out in collaboration with local communities and regional governments, and supported by measurable monitoring and progress tracking. Believing that business grows when nature thrives, PHE is building an energy footprint that safeguards both people and the planet by embedding NPI into every project, fostering collaborative management with communities and authorities, and reporting transparently to ensure that energy resilience and healthy ecosystems advance together, in line with the Nature Positive by 2030 agenda and the GBF vision of "Living in Harmony with Nature" by 2050.





Pengelolaan Air

Water Management [OJK F.8]

PHE mengelola air dengan mengedepankan efisiensi pengambilan dan pemakaian air. Kami juga memperhatikan tanggung jawab ekologis disertai upaya konservasi sumber daya air di wilayah operasional.

Interaksi Pemanfaatan Air dari Sumber Bersama [GRI 303-1]

Air digunakan untuk kebutuhan produksi migas dan pemakaian domestik. Kebutuhan air dipenuhi dari beberapa sumber, yakni air tanah; air permukaan meliputi sungai, rawa/danau, laut; serta pembelian dari perusahaan air bersih. Beberapa pemanfaatan air berasal dari sumber yang digunakan bersama, di antaranya air laut untuk anjungan yang juga digunakan nelayan sebagai tempat mencari ikan. Kami melakukan pemantauan dan pengawasan ketat melalui metode flowmeter yang dipasang di area operasi dalam pengambilan dan pemakaian air, terutama dari sumber bersama. Selama 2025 PHE tidak pernah menerima laporan/pengaduan dari masyarakat maupun pihak lain perihal terganggunya sumber air yang digunakan bersama, akibat pengambilan air oleh unit operasional/unit bisnis.

PHE berkoordinasi dengan pemangku kepentingan dan pihak berwenang terkait pengaturan pemanfaatan air dari sumber bersama, terutama terkait aspek keselamatan dan keamanan. Penetapan zona aman mengacu pada ketentuan UNCLOS 1982 Pasal 60 tentang zona aman maksimum 500 meter dari instalasi di ZEE atau landas kontinen; Resolusi IMO A.671(16) tentang rekomendasi penetapan safety zone dan alur pelayaran; Konvensi Jenewa 1958 tentang perlindungan navigasi dan penangkapan ikan; UU No. 1 Tahun 1973 tentang Landas Kontinen Republik Indonesia yang memberikan hak kepada negara untuk menetapkan zona di sekitar instalasi; dan Permenhub No. 129 Tahun 2016 tentang teknis alur pelayaran dan instalasi di perairan. Melalui kebijakan ini, selama 2025 tidak ada insiden yang membahayakan keselamatan nelayan saat mencari ikan di lokasi yang berdampingan dengan anjungan.

Kami memastikan pengambilan dan pemanfaatan air dilakukan secara efisien, di antaranya melalui penggunaan kembali air bekas pakai yang telah diolah di fasilitas instalasi pengolahan air limbah (IPAL). PHE melengkapi setiap unit operasional/unit bisnis dengan fasilitas IPAL disertai pengawasan dan pengukuran untuk memastikan pemenuhan ambang batas kualitas olahan air limbah. Sebagian dari olahan air limbah digunakan kembali dan ada yang dikembalikan ke badan air, sehingga turut menjaga ketersediaan air serta sumber daya air. [ENV-2.A2]

PHE manages water by prioritizing efficiency in water withdrawal and use. We also pay close attention to ecological responsibility, supported by efforts to conserve water resources in operational areas.

Interaction in the Use of Water from Shared Sources [GRI 303-1]

Water is used for oil and gas production activities as well as domestic purposes. Water demand is met from several sources, namely groundwater; surface water, including rivers, swamps/lakes, and seawater; as well as purchases from clean water companies. Some water use comes from shared sources, including seawater for offshore platforms, which is also used by fishermen as fishing grounds. We conduct strict monitoring and supervision through the flowmeters installed in the operational area method in water withdrawal and use, especially from shared sources. During 2025, PHE did not receive any reports or complaints from communities or other parties regarding disruption of shared water sources caused by water withdrawal by operational/business units.

PHE coordinates with stakeholders and relevant authorities regarding the management of water use from shared sources, particularly in relation to safety and security aspects. The determination of safe zones refers to the provisions of UNCLOS 1982 Article 60 regarding a maximum safety zone of 500 meters from installations in the EEZ or continental shelf; IMO Resolution A.671(16) on recommendations for establishing safety zones and shipping lanes; the 1958 Geneva Convention on the protection of navigation and fishing activities; Law No. 1 of 1973 on the Continental Shelf of the Republic of Indonesia, which grants the state the right to establish zones around installations; and Minister of Transportation Regulation No. 129 of 2016 on the technical aspects of shipping lanes and installations in waters. Through this policy, during 2025 there were no incidents endangering the safety of fishermen while fishing in areas adjacent to offshore platforms.

We ensure that water withdrawal and use are carried out efficiently, including through the reuse of treated wastewater from wastewater treatment plant (WWTP) facilities. PHE equips each operational/business unit with WWTP facilities, supported by monitoring and measurement to ensure compliance with wastewater quality standards. Some treated wastewater is reused, while some is discharged back into water bodies, thereby helping maintain water availability and water resources. [ENV-2.A2]

PHE telah memetakan daerah stress air di wilayah operasi. Dari total 40 WK di 2025, sebanyak 7 WK atau 18% berada di daerah stress air. Kami melakukan beberapa upaya untuk memastikan kegiatan pengambilan dan pemanfaatan air, tidak merugikan masyarakat maupun pemangku kepentingan lain, serta tetap mampu menjaga ketersediaan air maupun sumber daya air, di antaranya:

[ENV-1.C3] [SASB EM-EP-140a.1]

1. Mengurangi waktu operasi pompa WTP.
2. Melakukan efisiensi air bak dalam tanah (BDT) dengan pemasangan sistem alarm kontrol pompa di WTP.
3. Mengoptimalkan pemakaian air tanah dengan metoda integrated speed control pump (ISCP) dengan memasang VSD di deepwell pump 374 P 1001 A di CPP.

Pengelolaan Dampak dari Pembuangan Efluen

[GRI 303-2]

Pada proses operasionalnya, pengelolaan air limbah untuk dimanfaatkan ataupun disalurkan ke badan air akan dilakukan pengolahan terlebih dulu melalui fasilitas instalasi pengolahan air limbah (IPAL). Pengolahan air limbah atau efluen dilakukan dengan berbagai perlakuan, yang bertujuan mengurangi bahan-bahan pencemar di dalamnya. Pengolahan efluen dibarengi pemantauan dan pengukuran kualitas olahan air limbah sehingga memenuhi baku mutu untuk parameternya yang merujuk kepada peraturan pemerintah di antaranya adalah Peraturan Menteri Lingkungan Hidup No. 19 Tahun 2010 tentang Baku Mutu Air Limbah bagi Usaha dan/atau Kegiatan Minyak dan Gas serta Panas Bumi, Persetujuan Teknis spesifik setiap Perusahaan dan persyaratan lainnya yang berlaku. Pelepasan olahan air limbah ke badan air dilengkapi perizinan atau persetujuan teknis dari pihak berwenang dengan mempertimbangkan berbagai hal di antaranya ketersediaan teknologi pengolah limbah, debit buangan serta baku mutu yang dipersyaratkan. Pelepasan olahan air limbah dilakukan pada lokasi maupun waktu tertentu yang telah ditetapkan dalam perizinan atau persetujuan teknis.

Kegiatan Pengolahan Air Limbah/Efluen

Wastewater/Effluent Treatment Activities

Lokasi Kegiatan Location of Activities	Tempat Pengolahan Processing Site	Metode Pengolahan Processing Methods	Bentuk Pemanfaatan Form of Utilization
Kegiatan di Lepas Pantai Offshore Activities	Instalasi Pengolahan Air Limbah (IPAL) Wastewater Treatment Plant (WWTP)	<ol style="list-style-type: none"> 1. Fisika (<i>Dissolved Air Floation</i>). Physical. 2. Kimiawi. Chemical. 3. Pemantauan dan pengukuran sesuai Peraturan Menteri Lingkungan Hidup No. 19 Tahun 2010 tentang Baku Mutu Air Limbah bagi Usaha dan/atau Kegiatan Minyak dan Gas serta Panas Bumi. Monitoring and measurement in accordance with Minister of Environment Regulation No. 19 of 2010 Concerning Wastewater Quality Standards for Oil and Gas and Geothermal Business and/or Activities. 	<ol style="list-style-type: none"> 1. Digunakan sendiri/sebagai EOR/<i>Pressure Maintenance</i>. Reused internally / for EOR/ Pressure Maintenance. 2. Dilepaskan ke badan air: laut, berdasar persetujuan teknis dari KLH. Discharged into water bodies, such as the sea, based on technical approval from the Ministry of Environment.
Kegiatan di Daratan Onshore Activities			<ol style="list-style-type: none"> 1. Digunakan sendiri. Reused internally. 2. Dilepaskan ke badan air: saluran air, sungai, danau, berdasarkan izin dari pemerintah daerah. Discharged into water bodies, such as drainage channels, rivers, and lakes, based on permits from local government. 3. Dilakukan injeksi untuk EOR/<i>Pressure Maintenance</i>. Injected for EOR/Pressure Maintenance.

PHE has mapped water-stressed areas within its operational regions. Of the total 44 working areas in 2025, 7 working areas, or 18%, were located in water-stressed areas. We implemented several measures to ensure that water withdrawal and use activities do not adversely affect communities or other stakeholders, while also maintaining water availability and water resources, including:

[ENV-1.C3] [SASB EM-EP-140a.1]

1. Reduce the operating time of the WTP pumps.
2. Improve the efficiency of the underground reservoir by installing a pump control alarm system at the WTP.
3. Optimize groundwater usage using the integrated speed control pump (ISCP) method by installing a VSD on deep well pump 374 P 1001 A at the CPP.

Effluent Discharge Impact Management

[GRI 303-2]

In its operations, wastewater intended for reuse or discharge into receiving water bodies is first treated through a wastewater treatment facility (WWTP). Wastewater or effluent is processed using various treatment methods aimed at reducing pollutants contained within it. The effluent treatment process is accompanied by monitoring and measurement to ensure that the treated wastewater meets the required quality standards for its parameters, in accordance with applicable regulations, including Minister of Environment Regulation No. 19 of 2010 on Wastewater Quality Standards for Oil and Gas and Geothermal Activities, company-specific Technical Approvals, and other relevant requirements. The discharge of treated wastewater into water bodies is subject to permits or technical approvals from the relevant authorities, taking into account factors such as the availability of treatment technology, discharge volume, and applicable quality standards. Such discharge is carried out at specific locations and times as stipulated in the permit or technical approval.



Pengambilan Air [GRI 303-3] [ENV-1.C1, C4, C5, A4] [SASB EM-EP-140a.1]

Air yang diambil terdiri dari air tawar dan air laut. Untuk air tawar, sumber air yang diambil terdiri atas air tanah *renewable* dan *non-renewable*, air permukaan yakni sungai dan danau, serta air yang dibeli dari pihak ketiga. Sumber air tanah *renewable* adalah air tanah yang dapat diperbaharui dalam kurun waktu 50 tahun, sedangkan sumber air tanah *non-renewable* adalah air tanah yang sulit untuk diperbaharui dalam kurun waktu 50 tahun dan berada pada kedalaman yang lebih dalam dibandingkan sumber air tanah *renewable*. Kami juga mengambil air laut yang termasuk air permukaan.

Total volume air yang diambil di 2025 mencapai 721.881,51 Megaliter (ML), bertambah dari 2024 sebanyak 695.041,09 ML. Jumlah tersebut terdiri atas air tawar sebanyak 25.561,50 ML atau 3,54% dari total volume pengambilan air, dan air laut sebanyak 696.320,01 ML atau 96,46% dari total volume pengambilan air. Dari total volume air yang diambil di 2025, sebanyak 723,16 ML atau 0,10% berasal dari WK yang berada di daerah *stress air*, berkurang dari 2024 sebanyak 256,73 ML.

Water Withdrawal [GRI 303-3] [ENV-1.C1, C4, C5, A4] [SASB EM-EP-140a.1]

Water withdrawn consists of freshwater and seawater. Sources of freshwater include renewable and non-renewable groundwater, surface water such as rivers and lakes, and water purchased from third parties. Renewable groundwater refers to groundwater that can be replenished within a period of 50 years, while non-renewable groundwater refers to groundwater that is difficult to replenish within 50 years and is located at a deeper level than renewable groundwater sources. We also withdraw seawater, which is categorized as surface water.

Total water withdrawal in 2025 reached 721,881.51 ML, increasing from 695,041.09 ML in 2024. The total consisted of 25,561.50 ML of freshwater, representing 3.54% of total water withdrawal, and 696,320.01 ML of seawater, representing 96.46% of total water withdrawal. Of the total water withdrawn in 2025, 723.16 ML, or 0.10%, originated from working areas located in water-stressed regions, decreasing from 256.73 ML in 2024.

Volume Pengambilan Air Berdasarkan Sumber

Dalam Megaliter/ML
In Megaliters/ML

Sumber Pengambilan Air Water Withdrawal Source	2025	2024	2023
Air Tawar Freshwater			
Air Tanah yang Dapat Diperbarui Renewable Groundwater	14.803,33	15.847,23	16.118,27
Air Tanah yang Tak Dapat Diperbarui Non-Renewable Groundwater	443,6	405,2	424,13
Air Permukaan Surface Water	8.421,37	9.055,74	7.436,96
Air Dari Pihak Ketiga Third-Party Water	333,26	387,3	267,64
Air Hujan Rainwater	1.559,94	156,76	119,52
Non-Air Tawar Non-Freshwater			
Air Laut Seawater	696.320,01	988,19	940,56
Total Pengambilan Air Total Water Withdrawal			
Jumlah Total	721.881,51	26.840,41	25.307,08

Keterangan | Note:

1) Kenaikan volume pengambilan air pada tahun 2025 antara lain dipengaruhi oleh penyempurnaan proses pencatatan data PT Badak NGL.

1) The increase in water withdrawal volume in 2025 was partly influenced by improvements in the data recording process at PT Badak NGL.



Volume Pengambilan Air di Wilayah Kerja PHE yang Termasuk Daerah Stress Air

Water Withdrawal Volume in PHE Working Areas Located in Water-Stressed Areas

Dalam Megaliter/ML
In Megaliters/ML

Sumber Pengambilan Air Water Withdrawal Source	2025	2024	2023
Air Tawar Freshwater			
Air Tanah yang Dapat Diperbarui Renewable Groundwater	514,81	677,58	719,75
Air Tanah yang Tak Dapat Diperbarui Non-Renewable Groundwater	0	0	0
Air Permukaan Surface Water	86,06	157,16	144,69
Air dari Pihak Ketiga Third-Party Water	49,13	38,87	24,06
Air Hujan Rainwater	69,39	106,28	68,06
Non-Air Tawar Non-Freshwater			
Air Laut Seawater	3,77	0	0
Total Pengambilan Air Total Water Withdrawal			
Jumlah Total	723,16	979,89	956,56

Pelepasan Air Bekas Pakai [GRI 303-4] [ENV-2.C1, A5, A6, A7]

[SASB EM-EP-140a.2]

Total volume air yang dilepaskan kembali ke badan air di 2025 mencapai 710.488,97 ML, bertambah dari 2024 sebanyak 695.003,53 ML. Air bekas pakai yang dilepaskan ke badan air merupakan olahan air limbah dari fasilitas IPAL. Volume air yang dilepaskan ke badan air selama 2025 terdiri atas air tawar sebanyak 10.608,44 ML atau 1,49% dari total volume air yang dilepaskan ke badan air, dan air laut sebanyak 699.880,53 ML atau 98,51% dari total volume air yang dilepaskan ke badan air permukaan laut.

Dari total volume air yang dilepaskan ke badan air di 2025, sebanyak 302,94 ML atau 0,04% berasal dari WK yang berada di daerah stress air, berkurang dari 2024 sebanyak 102,43 ML.

Water Discharge [GRI 303-4] [ENV-2.C1, A5, A6, A7]

[SASB EM-EP-140a.2]

Total water discharge to receiving water bodies in 2025 reached 710,488.97 ML, increasing from 695,003.53 ML in 2024. The discharged water consisted of treated wastewater from WWTP facilities. The volume of water discharged in 2025 comprised 10,608.44 ML of freshwater, representing 1.49% of the total discharged volume, and 699,880.53 ML of seawater, representing 98.51% of the total volume discharged to marine surface water bodies.

Of the total water discharged in 2025, 302.94 ML, or 0.04%, originated from working areas located in water-stressed regions, decreasing from 102.43 ML in 2024.





Volume Pelepasan Air Berdasarkan Tujuan
Water Discharge Volume by Destination

Dalam Megaliter/ML
In Megaliters/ML

Tujuan Pelepasan Air Water Discharge Destination	2025	2024	2023
Air Tawar Freshwater			
Air Tanah yang Dapat Diperbarui Renewable Groundwater	277,68	321,68	346,27
Air Tanah yang Tak Dapat Diperbarui Non-Renewable Groundwater	4.528,77	5.284,70	4.595,55
Badan Air Permukaan (Sungai dan Danau) Surface Water Bodies (Rivers and Lakes)	4.821,75	4.493,57	3.477,43
Diserahkan Kepada Pihak Ketiga Transferred to Third Parties	980,24	1.129,02	792,41
Non-Air Tawar Non-Freshwater			
Badan Air Permukaan (Laut) Surface Water Bodies (Sea)	699.880,53	4.256,47	4.182,77
Total Pelepasan Air Total Water Discharge			
Jumlah Total	710.488,97	15.485,44	13.394,43

Keterangan | Note:

1) Kenaikan volume pelepasan air pada tahun 2025 antara lain dipengaruhi oleh penyempurnaan proses pencatatan data PT Badak NGL.
The increase in water discharge volume in 2025 was partly influenced by improvements in the data recording process at PT Badak NGL.

Volume Pelepasan Air Berdasarkan Tujuan di Wilayah Kerja PHE yang Termasuk Daerah Stress Air
Water Discharge Volume by Destination in PHE Working Areas Located in Water-Stressed Areas

Dalam Megaliter/ML
In Megaliters/ML

Tujuan Pelepasan Air Water Discharge Destination	2025	2024	2023
Air Tawar Freshwater			
Air Tanah yang Dapat Diperbarui Renewable Groundwater	8,66	13,13	17,08
Air Tanah yang Tak Dapat Diperbarui Non-Renewable Groundwater	57,11	55,95	57,66
Badan Air Permukaan (Sungai dan Danau) Surface Water Bodies (Rivers and Lakes)	233,41	333,16	321,75
Diserahkan Kepada Pihak Ketiga Transferred to Third Parties	0	0	0
Non-Air Tawar Non-Freshwater			
Badan Air Permukaan (Laut) Surface Water Bodies (Sea)	3,75	3,12	2,68
Total Pelepasan Air Total Water Discharge			
Jumlah Total	302,94	405,36	399,17

Volume Pemakaian Air dan Intensitas Konsumsi Air

[GRI 303-3, 303-5] [ENV-1.C2, C4, C5] [SASB EM-EP-140a.1]

Total volume air yang dikonsumsi 2025 mencapai 11.393 ML, bertambah dari 2024 sebanyak 38 ML. Adapun volume pemakaian air di WK PHE yang berlokasi di daerah stress air selama 2025 mencapai 420,22 ML atau 3,69% dari total pemakaian air, dan bertambah dari 2024 sebanyak 154,31 ML.

Nilai Intensitas Konsumsi Air di 2025 mencapai 0,042 M3/BOE, bertambah dari 2024 sebesar 0,001 M3/BOE. Nilai Intensitas Konsumsi Air dihitung sebagai total volume pemakaian air terhadap total produksi migas. Dengan capaian tersebut maka pemakaian air di 2025 masih cukup efisien mengingat terjadi peningkatan produksi migas.

Water Consumption Volume and Water Consumption Intensity

Total water consumption in 2025 reached 11,393 ML, increasing from 38 ML in 2024. The volume of water consumption in PHE working areas located in water-stressed areas during 2025 reached 420.22 ML or 3.69% of total water consumption, and increased from the 2024 figure of 154.31 ML.

Water Consumption Intensity in 2025 0.042 M3/BOE, increasing from 2024 figure of 0.001 M3/BOE. Water Consumption Intensity is calculated as the total volume of water consumed divided by total oil and gas production. With this achievement, water consumption in 2025 remained relatively efficient despite the increase in oil and gas production.

Volume Konsumsi Air dan Nilai Intensitas Konsumsi Air

Water Consumption Volume and Water Consumption Intensity

Uraian Description	Satuan Unit	2025	2024	2023
Volume Pemakaian Air Water Consumption Volume				
Jumlah Total	m ³	11.392.546,39	11.354.972,71	11.912.652,14
Total Produksi Migas Total Oil and Gas Production				
Jumlah Total	BOE	270.075.369,90	278.102.054,96	287.907.006,62
Intensitas Konsumsi Air (IKA) Water Consumption Intensity (IKA)				
Nilai IKA Value IKA	m ³ /BOE	0,042	0,041	0,041

Keterangan | Notes:

- 1) Total produksi migas yang dicantumkan pada tabel merupakan gross up production.
The total oil and gas production presented in the table represents gross-up production.





Pengelolaan Limbah Waste Management

Kami selalu mengelola timbulan limbah dari kegiatan operasional yang dijalankan. Pengelolaan limbah ditujukan untuk meminimalkan dampak terhadap lingkungan dan makhluk hidup.

Pengelolaan Timbulan Limbah dan Pengendalian Dampak Signifikannya [OJK F.14] [GRI 306-2] [ENV-7.C2]

Pengelolaan dampak signifikan dari timbulan limbah menjadi bagian dari tanggung jawab Fungsi HSSE, baik di tingkat Subholding Upstream maupun di entitas anak. Pengelolaan dilaksanakan melalui pengelolaan sumber timbulan limbah dengan pendekatan prinsip 4R yakni *reduce* atau mengurangi, *reuse* atau menggunakan kembali, *recycle* atau daur ulang dan *replace* atau penggantian. Langkah pengelolaan terhadap limbah B3 meliputi pengemasan dan pewadahan, pelabelan, penyimpanan, dan pengangkutan. Sebagian unit operasi/unit bisnis PHE telah memiliki izin dari Kementerian Lingkungan Hidup (KLH) untuk melakukan pengolahan sendiri limbah B3. Pengolahan limbah B3 pada unit operasi/unit bisnis yang belum memiliki izin dari KLH, diserahkan kepada pihak ketiga berizin.

Indonesia telah meratifikasi Stockholm Convention mengenai *Persistent Organic Pollutants* (POPs) melalui UU No. 19 Tahun 2009 dan menetapkan pengaturan pengelolaan Polychlorinated Biphenyls (PCBs) melalui Permen LHK No. 29 Tahun 2020. Sejalan dengan ketentuan tersebut, PHE tengah melakukan inventarisasi dan pengelolaan PCBs guna mendukung target phase out PCBs nasional.

Secara bertahap PHE melalui unit operasional/unit bisnis juga menerapkan ekonomi sirkuler. Saat ini penerapan ekonomi sirkuler baru untuk limbah non-B3 seperti pengolahan limbah ini diolah menjadi pupuk kompos dan biomassa maggot yang dimanfaatkan menjadi pakan alternatif berprotein tinggi untuk sektor perikanan dan peternakan serta berbagai produk turunan bernilai ekonomi seperti pupuk cair, pelet pakan ternak, dan tepung maggot. Pelaksanaan ini melibatkan masyarakat di sekitar wilayah operasi unit operasional/unit bisnis. Kami terus melakukan upaya pengembangan untuk menerapkan ekonomi sirkuler dalam pengelolaan limbah B3, mengingat beberapa jenis limbah B3 masih memiliki nilai ekonomis untuk pemanfaatan lebih lanjut.

We consistently manage waste generated from operational activities. Waste management is intended to minimize impacts on the environment and living organisms.

Waste Generation Management and Control of Significant Impacts [OJK F.14] [GRI 306-2] [ENV-7.C2]

The management of significant impacts from waste generation is part of the responsibility of the HSSE Function, both at the Upstream Subholding and subsidiaries. Management is carried out through the control of waste sources using the 4R principles: reduce, reuse, recycle, and replace. Management measures for hazardous waste include packaging and containment, labeling, storage, and transportation. Some PHE operational/business units have obtained permits from the Ministry of Environment to conduct their own hazardous waste treatment. Hazardous waste generated by operational/business units that do not yet have such permits is handled by licensed third parties.

Indonesia has ratified the Stockholm Convention on Persistent Organic Pollutants (POPs) through Law No. 19 of 2009 and established regulations on the management of Polychlorinated Biphenyls (PCBs) through Minister of Environment and Forestry Regulation No. 29 of 2020. In line with these provisions, PHE is currently conducting PCB inventory and management efforts to support Indonesia's national PCB phase-out target.

Gradually, PHE, through its operational/business units, has also implemented circular economy practices. Currently, circular economy implementation is limited to non-hazardous waste, such as this waste is processed into compost fertilizer and maggot biomass, which is utilized as a high-protein alternative feed for the fisheries and livestock sectors, as well as various value-added products such as liquid fertilizer, animal feed pellets, and maggot meal. This practice involves communities surrounding the operational/business areas. We continue to develop efforts to apply circular economy principles in hazardous waste management, considering that several types of hazardous waste still have economic value for further utilization.



Volume Timbulan Limbah [OJK F.13, F.15] [GRI 306-1, 306-3]

Volume timbulan limbah disampaikan sebagai penghitungan total dari seluruh WK termasuk WK di luar negeri. Volume timbulan limbah B3 selama 2025 mencapai 163.127,14 ton, berkurang 12.017,31 ton atau 7% dari 2024 sebesar 175.144,45 ton. Volume timbulan limbah non-B3 2025 mencapai 18.854,52 ton, bertambah 3.285,25 ton atau sekitar 21% dari 2024 sebesar 15.569,27 ton. Berdasarkan jenisnya, timbulan limbah B3 dominan di 2025 adalah residu proses produksi, residu dasar tangki minyak bumi, dan Limbah serbuk bor berbahan dasar *oil base* dan/atau *synthetic oil* dengan total volume sebesar 142,560.85 ton atau sekitar 87% dari total timbulan limbah.

Waste Generation Volume [OJK F.13, F.15] [GRI 306-1, 306-3]

Waste generation volume is reported as the total calculation from all working areas, including overseas working areas. Hazardous waste generation during 2025 reached 163,127.14 tons, decreasing by 12,017.31 tons, or 7%, from 175,144.45 tons in 2024. Non-hazardous waste generation in 2025 reached 18,854.52 tons, increasing by 3,285.25 tons, or around 21%, from 15,569.27 tons in 2024. By type, the dominant hazardous waste generated in 2025 consisted of production process residue/crude oil tank bottom residue/oil-based and/or synthetic oil-based drilling waste, with a total volume of 142,560.85 tons, representing approximately 87% of total waste generation.

Volume Timbulan Limbah Berdasarkan Jenis

Waste Generation Volume by Type

Dalam Ton
In Tons

Jenis Timbulan Limbah Type of Waste Generated	2025	2024	2023
Limbah B3 Hazardous Waste	163.127,14	175.144,45	209.622,78
Limbah Non-B3 Non-Hazardous Waste	18.854,52	15.569,27	13.887,49
Jumlah Timbulan Limbah Total Waste Generation	181.981,66	190.713,72	223.510,27

Jenis, Volume, dan Persentase Timbulan Limbah B3

Type, Volume, and Percentage of Hazardous Waste Generation

Jenis Timbulan Limbah Type of Waste Generated	2025		2024	2023
	Ton Tons	%	Ton Tons	Ton Tons
Residu Dasar Tangki Minyak Bumi Crude Oil Tank Bottom Residue	16.420,75	10	15.280,57	25.512,49
Residu Proses Produksi Production Process Residue	73.418,91	45	83.499,17	83.198,28
Limbah Serbuk Bor Berbahan Dasar Oil Base dan/atau Synthetic Oil Oil-Based and/or Synthetic Oil-Based Drilling Waste	52.721,19	32	52.721,19	58.542,76
Limbah B3 Lainnya Other Hazardous Waste	20.566,29	13	23.643,52	42.369,25

Penanganan dan Pengelolaan Limbah B3

[OJK F.14, F.15] [ENV-6.C1, C3, C4] [SASB EM-EP-160a.2]

Sebagian dari timbulan limbah dikelola sendiri, di antaranya untuk penggunaan kembali dan proses daur ulang. Selain itu ada timbulan limbah yang diserahkan kepada pihak ketiga guna pengelolaan lebih lanjut. Proses penyerahan dan pengangkutan limbah B3 oleh pihak ketiga, dilakukan dalam kemasan/wadah antibocor dan dilakukan dengan pengawasan ketat. PHE juga memiliki prosedur tanggap darurat yang menjadi acuan pada keadaan darurat terkait Limbah B3 terutama tumpahan minyak. Pada 2025 terdapat kejadian tumpahan limbah B3 di anak perusahaan PHE yakni PHSS. Proses penanganan dan penyelesaian atas kejadian tersebut masih berlangsung hingga penyusunan laporan ini. Dalam menghadapi dampak yang ditimbulkan terhadap insiden tersebut, PHSS melakukan respons cepat dalam menangani dugaan pencemaran dan intens berkoordinasi dengan berbagai pihak dalam proses penyelesaiannya.

Handling and Management of Hazardous Waste

[OJK F.14, F.15] [ENV-6.C1, C3, C4] [SASB EM-EP-160a.2]

Some of the waste generated is managed internally, including for reuse and recycling purposes. In addition, some waste is handed over to third parties for further management. The transfer and transportation of hazardous waste by third parties are carried out using leak-proof packaging or containers and under strict supervision. PHE also has emergency response procedures that serve as a reference for handling emergencies related to hazardous waste, particularly oil spills. In 2025, there was an incident involving a hazardous waste spill at one of PHE's subsidiaries, PHSS. The handling and resolution process related to the incident remained ongoing as of the date of this report. In addressing the impacts of the incident, PHSS responded promptly to manage the suspected pollution and actively coordinated with various parties throughout the resolution process.



Timbulan Limbah Dialihkan dari Pembuangan Akhir [GRI 306-4] [ENV-7.C2, C3]

Volume total timbulan limbah yang dialihkan dari pembuangan akhir melalui upaya pengolahan dan penggunaan kembali di 2025 mencapai 7.889,52 ton, bertambah dari 2024 yang mencapai 4.374,47 ton. Jumlah tersebut terdiri dari limbah B3 sebesar 142,87 ton, dan limbah non-B3 mencapai 7.746,65 ton. Timbulan limbah B3 yang digunakan kembali mencapai 142,87 ton, dan tidak ada timbulan limbah B3 yang didaur ulang. Timbulan limbah non-B3 yang digunakan kembali mencapai 371,77 ton, sementara untuk timbulan limbah non-B3 yang didaur ulang sebesar 7.374,88 ton. Selama 2025 PHE tidak melakukan operasi pemulihan dalam skala besar, sehingga Laporan ini tidak mengungkapkan volume timbulan limbah yang dialihkan dari pembuangan baik di dalam WK maupun di luar WK.

Waste Diverted from Final Disposal Site [GRI 306-4] [ENV-7.C2, C3]

The total volume of waste diverted from final disposal site through treatment and reuse efforts in 2025 reached 7,889.52 tons, increasing from 4,374.47 tons in 2024. This amount consisted of 142.87 tons of hazardous waste and 7,746.65 tons of non-hazardous waste. Hazardous waste reused reached 142.87 tons, and no hazardous waste recycled. Non-hazardous waste reused reached 371.77 tons, while non-hazardous waste recycled reached 7,374.88 tons. During 2025, PHE did not conduct any large-scale remediation operations; therefore, this Report does not disclose the volume of waste diverted from final disposal site, either inside or outside working areas.

Volume Timbulan Limbah Dikelola Sendiri Waste Volume Managed Internally

Dalam Ton
In Tons

Jenis Timbulan Limbah Type of Waste Generated	2025	2024	2023
Limbah B3 Hazardous Waste	66.169,46	74.535,83	70.707,34
Limbah Non-B3 Non-Hazardous Waste	2.876,98	2.600,14	2.315,77
Total Timbulan Limbah Total Waste Generation	69.046,44	77.135,97	73.023,11

Volume Timbulan Limbah Digunakan Kembali dan Didaur Ulang Volume of Waste Reused and Recycled

Dalam Ton
In Tons

Jenis Timbulan Limbah Type of Waste Generated	2025	2024	2023
Limbah B3 Hazardous Waste	142,87	82,89	45,89
Limbah Non-B3 Non-Hazardous Waste	7.746,65	4.291,58	3.931,45
Total Timbulan Limbah Total Waste Generation	7.889,52	4.374,47	3.977,33

Volume Timbulan Limbah Dikelola Pihak Ketiga Volume of Waste Managed by Third Parties

Dalam Ton
In Tons

Jenis Timbulan Limbah Type of Waste Generated	2025	2024*	2023*
Limbah B3 Hazardous Waste	93.655,11	78.864,78	114.558,68
Limbah Non-B3 Non-Hazardous Waste	1.660,69	1.660,73	998,38
Total Timbulan Limbah Total Waste Generation	95.351,80	80.525,51	115.557,06

Keterangan | Note:

*) Penyajian kembali akibat penyesuaian klasifikasi data limbah.
Restatement due to adjustment to waste data classification.

Timbulan Limbah Diproses di Pembuangan Akhir [GRI 306-5]

Limbah B3 yang dikelola langsung dengan menggunakan insinerator, bioremediasi, injeksi melalui *sand management facility*, dan *landfill* adalah 79.093,71 ton, berkurang dari 2024 yang mencapai 95.960,51 ton.

Waste Processed for Final Disposal Site [GRI 306-5]

Hazardous waste directly managed through incineration, bioremediation, injection via sand management facilities and landfill amounted to 79,093.71 tons, decreasing from 95,960.51 tons in 2024.

Pengelolaan Limbah B3 di Pembuangan Akhir (Ton) Hazardous Waste Management at Final Disposal Sites

Bentuk Pengelolaan Treatment Method	2025		2024		2023*	
	Dalam Site On-Site	Luar Site Off-Site	Dalam Site On-Site	Luar Site Off-Site	Dalam Site On-Site	Luar Site Off-Site
Insinerator Incineration	1,42	9.692,57	3,57	-	2,14	-
Bioremediasi Bioremediation	67,53	-	57,25	-	448,61	-
Injeksi (<i>Sand Management Facility</i>) Injection (<i>Sand Management Facility</i>)	66.100,51	130,01	74.475,03	-	70.256,59	-
<i>Landfill</i>	-	3.101,67	-	-	-	-
Jumlah Total	66.169,46	12.924,25	74.535,85	21.424,66	70.707,34	24.272,00

Keterangan | Note:

1) Data tahun 2023–2024 merupakan penjumlahan pengelolaan limbah B3 di dalam site (mencakup tiga kategori bentuk pengolahan) dan luar site. Namun, data di luar site masih disajikan dalam bentuk gabungan, belum dirincikan per bentuk pengolahan.

The 2023-2024 data represents the total hazardous waste management, covering both on-site (including three treatment categories) and off-site activities. However, off-site data is still presented in a combined form and has not been broken down by treatment type.

Limbah non-B3 yang dikelola langsung dengan menggunakan insinerator, bioremediasi, injeksi melalui *sand management facility*, dan *landfill* adalah sebesar 6.556,02 ton, menurun dari 2024 yang mencapai 6.609,41 ton.

Non-hazardous waste directly managed through incineration, bioremediation, injection via sand management facilities, and landfill amounted to 6,556.02 tons, decreasing from 6,609.41 tons in 2024.

Pengelolaan Limbah Non-B3 di Pembuangan Akhir (Ton) Non-Hazardous Waste Management at Final Disposal Sites

Bentuk Pengelolaan Treatment Method	2025		2024		2023	
	Dalam Site On-Site	Luar Site Off-Site	Dalam Site On-Site	Luar Site Off-Site	Dalam Site On-Site	Luar Site Off-Site
Insinerator Incineration	430,84	24,51	-	-	-	-
Bioremediasi Bioremediation	-	-	-	-	-	-
Injeksi (<i>Sand Management Facility</i>) Injection (<i>Sand Management Facility</i>)	-	-	-	-	-	-
<i>Landfill</i>	-	6.100,67	-	-	-	-
Jumlah Total	430,84	6.125,18	-	6.609,41	-	6.116,93

Keterangan | Note:

1) Data tahun 2023–2024 merupakan penjumlahan pengelolaan limbah B3 di luar site dan masih disajikan dalam bentuk gabungan, belum dirincikan per bentuk pengolahan.

The 2023-2024 data represents the total off-site hazardous waste management and is still presented in a combined form, without a breakdown by treatment type.

Informasi Lain Bukan Topik Material

Other Information That Is Not a Material Topic

Pengungkapan informasi pada bagian ini berkaitan dengan kinerja pengelolaan lingkungan, namun tidak bersifat material sehingga disampaikan secara umum.

The information disclosed in this section relates to environmental management performance but is not considered material, and is therefore presented in general terms.

Penggunaan Material Ramah Lingkungan

[OJK F.5] [GRI 301-1, 301-2, 301-3]

PHE bergerak di sektor hulu energi, dengan material utama adalah hidrokarbon yang ada di dalam tanah sehingga bukan merupakan material ramah lingkungan dan bersifat tidak dapat diperbarui. Adapun material ramah lingkungan yang digunakan meliputi pemanfaatan energi baru terbarukan, yang berasal dari biodiesel, penggunaan panel surya, dan listrik yang dibeli dari sumber terbarukan dengan total pemakaian EBT mencapai 12.329.685,54 GJ atau mencapai 6,55% dari total pemakaian energi PHE. Kami juga melakukan penggunaan kembali dan daur ulang limbah dalam jumlah terbatas, namun tidak menjadi bahan baku untuk proses produksi migas. Laporan ini tidak menyertakan informasi mengenai proses kumpul ulang (*reclaimed*) produk dan kemasan bekas pakainya, mengingat produk PHE adalah migas yang tidak menggunakan kemasan.

Use of Environmentally Friendly Materials

[OJK F.5] [GRI 301-1, 301-2, 301-3]

PHE operates in the upstream energy sector, where the main material is hydrocarbon resources extracted from underground, which are not environmentally friendly materials and are non-renewable in nature. Environmentally friendly materials used by PHE include renewable energy, consisting of biodiesel, solar panels, and electricity purchased from renewable sources, with total renewable energy consumption reaching 12,329,685.54 GJ, or 6.55% of PHE's total energy consumption. We also reuse and recycle limited amount of waste, although these materials are not used as raw materials in oil and gas production processes. This Report does not include information regarding the reclaiming of used products and packaging, as PHE's products are oil and gas, which do not use packaging.

Biaya Pengelolaan Lingkungan [OJK F.4]

Sepanjang 2025 PHE mengelola lingkungan dengan biaya sebesar Rp1.071,40 miliar, menurun Rp64,58 miliar atau 5,69% dari 2024 yang mencapai Rp1.135,98 miliar. Biaya tersebut digunakan untuk mendukung penguatan pengelolaan perubahan iklim, reduksi emisi termasuk pemanfaatan EBT, pengelolaan limbah, menjaga keanekaragaman hayati dan berbagai program lain. Pada 2025, terdapat penurunan biaya pengelolaan lingkungan dipengaruhi oleh menurunnya kebutuhan pengeluaran untuk penyusunan dokumen lingkungan dan pelaksanaan program penghijauan yang sebagian besar telah direalisasikan pada tahun sebelumnya, sehingga fokus kegiatan beralih pada pemeliharaan dan pemantauan program yang telah berjalan.

Environmental Management Costs [OJK F.4]

Throughout 2025, PHE allocated Rp1,071.40 billion in funds for environmental management, a decrease of Rp64.58 billion, or 5.69%, from Rp1,135.98 billion in 2024. The funds were used to strengthen climate change management, emissions reduction including renewable energy utilization, waste management, biodiversity protection, and various other programs. In 2025, environmental management costs decreased due to lower expenditure requirements for the preparation of environmental documents and the implementation of greening programs, most of which had been carried out in the previous year. As a result, activities in 2025 were primarily focused on the maintenance and monitoring of existing programs.

Biaya Pengelolaan Lingkungan

Environmental Management Costs

Dalam Rp Miliar
In Rp Billion



Jumlah dan Materi Pengaduan Pengelolaan Lingkungan [OJK F.16]

Pada tahun 2025, terdapat pengaduan masyarakat yang diterima oleh salah satu cucu perusahaan PHE, yaitu PHSS, terkait dugaan dampak lingkungan terhadap tambak masyarakat di sekitar Desa Tanjung Limau. Pengaduan tersebut mengenai dugaan dampak lingkungan akibat pengelolaan dan perlindungan mutu air.

Hingga akhir penerbitan Laporan Keberlanjutan PHE 2025, PHSS telah melakukan penanganan sesuai prosedur yang berlaku serta berkoordinasi dengan pihak terkait dalam proses penyelesaiannya. Seluruh pelaksanaan sanksi administratif telah dilaksanakan, dan proses verifikasi atas upaya penyelesaian yang telah dipenuhi oleh PHSS masih berlangsung. Sebagai dukungan lebih lanjut terhadap pemulihan produktivitas dan pemberdayaan masyarakat, PHSS telah melaksanakan penyaluran bantuan sosial kepada masyarakat terdampak. [ENV-6.C3, C4] [SASB EM-EP-210b.1, 210b.2]

Number and Subject of Environmental Management Complaints [OJK F.16]

In 2025, a community complaint was received by one of PHE's subsidiaries, namely PHSS, regarding alleged environmental impacts on community fishponds around Tanjung Limau Village. The complaint concerned alleged environmental impacts related to water quality management and protection.

As of the issuance of the 2025 PHE Sustainability Report, PHSS had carried out handling measures in accordance with applicable procedures and coordinated with relevant parties throughout the resolution process. All administrative sanctions had been implemented, while the verification process regarding the completion of corrective actions by PHSS was still ongoing. As part of further support for productivity recovery and community empowerment, PHSS also distributed social assistance to affected communities. [ENV-6.C3, C4] [SASB EM-EP-210b.1, 210b.2]





Verifikasi Tertulis dari Pihak Independen

Independent Assurance Statement



Independent Assurance Statement

The 2025 Sustainability Report PT Pertamina Hulu Energi

Number	: 17/000-758/VI/2026/SRAI
Assurance Type	: Type 1 and Type 2 for the specific topic of Responsible Business
Assurance Level	: Moderate
Reporting Standards	: GRI Universal Standard, GRI 11 Oil and Gas Sector, SASB for the Oil and Gas: Exploration and Production Sector, and IPIECA Sustainability Reporting Guidance for the Oil and Gas Industry
Reporting Regulation (Indonesia)	: Otoritas Jasa Keuangan Regulation (POJK) Number 51/POJK.03/2017 and SEOJK No.16/SEOJK.04/2021

Dear stakeholders,

PT Sejahtera Rambah Asia or "SRAI" is issuing an **Independent Assurance Statement** ("the Statement") of the **2025 Sustainability Report** ("the Report") of **PT Pertamina Hulu Energi** ("the Company"). The Company operates in the exploration and production of oil and natural gas. The Report presents the Company's commitment and efforts in managing its sustainability performance for the **January 1 to December 31, 2025** reporting period. As agreed with Management, SRAI's responsibility is to make an assessment based on the data and content of the Report for the year.

Intended User and Purpose

The purpose of the Statement is to present our opinion, including the findings and recommendations based on the results of assurance work to the Company's stakeholders. The assessor team following specific procedures and a particular scope of work carried out the assessment. Except for the areas covered in the scope of the assurance, we encourage all NOT to solely interpret the Statement as the basis to conclude the Company's overall sustainability performance.

Responsibilities

Our obligations to the Management involve assessing the Report's content, generating findings, and recommendations, and issuing a Statement. Additionally, we are tasked with establishing conclusions and recommendations according to agreed-upon standards, methods, and approaches. Consequently, SRAI's evaluation is solely based on the most recent editorial and data received as of June 23, 2026, regarding the final draft. SRAI's responsibility lies exclusively in providing assurance work, distinct from an audit, under the Non-Disclosure Agreement, the Assurance Engagement Agreement, Representation Letter, and Subsequent Event Testing. Management bears the sole responsibility for presenting data, information, and disclosures within the Report. Therefore, any parties relying on the Report and Statement must assume and manage their own risk.

Independence, Impartiality, and Competency

SRAI confirms that there are NO relationships between the assessor team and the clients that can influence their independence and impartiality in conducting the assessment and generating the statements. The assessor team is mandated to follow a particular assurance protocol and professional ethical code of conduct to ensure their objectivity and integrity. We carried out a pre-engagement assessment before the assurance work was taken to verify the risks of engagement as well as the



independence and impartiality of the team. The assessor team members have knowledge of ISO 26000, AA1000 AccountAbility standards and principles, and also have experience in sustainability report assessment based on various reporting regulations and standards.

Type and Level of Assurance Service

1. **Type 1 assurance** on the Report content.
2. **Type 2 assurance** on Responsible Business
3. **A moderate level of assurance** to the procedure on the Report content and evidence, where the risks of information and conclusions of the Report being error is reduced, but not to very low, but not zero.

Scope and Limitation of Assurance Service

1. Data and information in the Report for the period of **January 1 to December 31, 2025**.
2. Material topics presented in the Report: **Occupational Health and Safety Management, Climate Mitigation and Transition, Community Engagement and Impact, Nature Conservation and Biodiversity, Water Resources Management, Waste Management, and Responsible Business**.
3. Evaluation of publicly disclosed information, system, and process of the Company to ensure adherence of the Report content to the reporting principles.
4. SRAI does NOT include financial data, information, and figures in the Report content. We assumed that the Company, independent parties, or other parties associated with the Company have verified and/or audited financial statements, data, and information.
5. The conclusion provided herein does not constitute an opinion on the financial statements or the annual report. Any material changes to the underlying data occurring after the date of the Statement must be duly disclosed to those charged with governance to determine their impact on the reported findings.
6. Adherence to the following reporting principles, standards, and regulations:
 - a) Regulation of Otoritas Jasa Keuangan (OJK) No.51/POJK.03/2017 regarding the Implementation of Sustainable Finance for Financial Service Institutions, Listed, and Public Companies (POJK 51) as well as OJK Circular Letter (SEOJK) 2022 No.16/SEOJK.04/2021
 - b) GRI Universal Standards issued by Global Reporting Initiative
 - c) GRI 11 Oil and Gas Sector (GRI 11 OG) issued by Global Reporting Initiative
 - d) Sustainability Accounting Standard Board (SASB) for Oil and Gas Sector (Exploration and Production Sector EM-EP 2023
 - e) IPIECA Sustainability Reporting Guidance for the Oil and Gas Industry 5th edition 2025 (IPIECA).

Exclusion

1. The expression of opinion, belief, expectation, advertisement, and also forward-looking statements, including future planning of the Company as specified in the Report content.
2. Analysis or assessment against regulations, principles, standards, guidelines, and indicators other than those indicated in the Statement.
3. Topics, data, and information outside the reporting period, or in the public domain not covered in the reporting period.
4. Financial performance data and information as presented in the Company's financial statements and documents, other than those mentioned in the Report.



Methodology and Source Disclosure

1. Form an Assuror Team whose members are capable in sustainability report development and assurance.
2. Perform the pre-engagement phase to ensure the independence and impartiality of the Assuror Team.
3. Hold a kick-off meeting and initial analysis of the Report draft based on the SRAI Protocol on Assurance Analysis refers to the standards, principles, and indicators of AA1000AS v3, AA1000APS (2018), and standards/regulations used in the Report.
4. Discuss online the results of the analysis with the Management and data contributors.
5. Verify evidence and trace data and information as covered in the Report.
6. Conducted the On-Site Engagement (OSE) through direct interviews with both internal and external stakeholders.
7. The Company incorporated our recommendations in the draft Report and released the final Report content.
8. Prepare the Statement and send it to AA1000 AccountAbility for review to get approval before submitting it to the Company.
9. Prepare a Management Letter detailing all aspects seen, recorded, and observed during the assurance work to the Management of the Company for further improvement of sustainability processes.

Adherence to AA1000AP (2018) and GRI Universal Standards

Inclusivity – The Company has conducted stakeholder mapping and incorporated input from local communities identified as vulnerable or marginalized stakeholder groups through various programs implemented within its operational areas. In addition, the Company provides grievance channels as a mechanism for stakeholders to raise concerns, aspirations, and grievances.

Materiality – As the assurance work was taken, the Company has applied a Double Materiality Approach (DMA) by involving internal stakeholders and discussions with consultants, which was subsequently approved by the Finance Director. The Company has also integrated sustainability values into its sustainability roadmap as part of its commitment to sustainable corporate management. In the future, the Company is expected to strengthen its materiality determination process by involving external stakeholders. Moreover, we also encourage the Company to establish short, medium, and long-term perspectives for each material topic by identifying positive and negative impacts, as well as associated risks and opportunities. This may further support a more holistic and integrated measurement of impacts arising from the Company's programs and activities.

Responsiveness – Based on our assessment, the Company has established a processes and mechanisms to ensure the consistent implementation of responses to material topics across the organization. This is reflected through the involvement of senior management and cross-functional coordination, the integration of ESG KPIs across relevant departments, the conduct of focus group discussions (FGDs) and management validation in determining material topic priorities, the provision of ESG-related training and certifications, as well as the availability of various communication and feedback channels for both internal and external stakeholders. Feedback received from stakeholders has also been considered and addressed as part of the Company's ongoing evaluation and continuous improvement process.

Impact – A structured process for managing and measuring impacts across each material topic has been established through the implementation of the three lines of defense mechanism, supported by the use of risk registers maintained by respective risk owners. This approach demonstrates the integration of risk management and oversight within the impact management process.



Statement of Use: “In Accordance with the GRI Standards” – We evaluated the Report content in adherence to the GRI Universal Standards principles, disclosures, and requirements for reporting. The Company has referred to the nine requirements: apply the reporting principles, report the disclosures in GRI 2: General Disclosures 2021, determine material topics, report the disclosures in GRI 3: Material Topics 2021, report disclosures from the GRI Topic Standards for each material topic, provide reasons for omission for disclosures and requirements that the organization cannot comply with, publish a GRI content index, provide a statement of use, and notify GRI.

On Site Engagement: On-Site Engagement (OSE) constitutes one of our procedures performed to assess the Company’s adherence to the AA1000 Principles (Inclusivity, Materiality, Responsiveness, and Impact), based on a sample of material topics and significant stakeholders. Based on the OSE performed, we conclude that the Company has implemented the process in a generally adequate and appropriate manner, covering the aspects of Inclusivity, Materiality, Responsiveness, and Impact as identified, mapped, and applied in its engagement with stakeholders.

GRI Standards Principles – As the assurance work was taken, the report content adequately indicates its adherence to the Reporting principles (accuracy, balance, clarity, comparability, completeness, sustainability context, timeliness, and verifiability). The Management provided sufficient support during the assurance work by submitting evidence/documents as requested.

Type 2 Assurance – Based on the results of the Type 2 assurance covering the material topic of Responsible Business, we conclude that the Company has established mechanisms to oversee the implementation of business ethics and compliance through regular reporting to senior management, as well as an independently managed whistleblowing system with follow up actions conducted by Internal Audit. Furthermore, the identification, assessment, and monitoring of ethics, fraud, and compliance risks are carried out through the risk register mechanism, involving designated risk owners and periodic evaluations of risk relevance in response to evolving conditions. Audit findings, investigation results, and emerging issues are also incorporated into efforts to strengthen internal controls and risk management practices, while conflicts of interest are managed through the compliance online system. Business ethics and governance have further been prioritized based on the Company’s top risk assessment.

Recommendation

To further strengthen the application of the double materiality approach as a strategic mechanism for aligning the Company’s sustainability strategy with its business objectives through the assessment of both financial materiality and impact materiality.

The assurance provider,
Jakarta, June 23, 2026



Dr. Lim Hendra, LCSAP
Assurance Director
PT Sejahtera Rambah Asia (SRAI)





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SEOJK 16/2021 Index [OJK G.4]

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GRI Standard 2021 Content Index in Accordance

Pernyataan penggunaan Statement of use	PT Pertamina Hulu Energi telah menyampaikan informasi yang dikutip dalam indeks isi GRI untuk periode 1 Januari hingga 31 Desember sesuai dengan Standar GRI. PT Pertamina Hulu Energi has reported the information cited in this GRI content index for the period January 1 to December 31, 2025 in accordance to the GRI Standards.
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	103-2 Konsumsi energi dan pembangkitan mandiri dalam organisasi Energy consumption and self-generation within the organization	178-179				11.1.13
	103-3 Konsumsi energi hulu dan hilir Upstream and downstream energy consumption	179				11.1.14
	103-4 Intensitas energi Energy intensity	179-180				11.1.15
	103-5 Pengurangan konsumsi energi Reduction in energy consumption	180				
GRI 201: Kinerja Ekonomi 2016 GRI 201: Economic Performance 2016	201-1 Nilai ekonomi langsung yang dihasilkan dan didistribusikan Direct economic value generated and distributed	111				11.14.2, 11.21.2
	201-2 Implikasi finansial serta risiko dan peluang lain akibat dari perubahan iklim Financial implications and other risks and opportunities due to climate change	115				
	201-3 Kewajiban program pensiun manfaat pasti dan program pensiun lainnya Defined benefit plan obligations and other retirement plans	113				
	201-4 Bantuan finansial yang diterima dari pemerintah Financial assistance received from government	110				11.21.3
GRI 202: Keberadaan Pasar 2016 GRI 202: Market Presence 2016	202-1 Rasio standar upah karyawan entry-level berdasarkan jenis kelamin terhadap upah minimum regional Ratios of standard entry level wage by gender compared to local minimum wage	112				
	202-2 Proporsi manajemen senior yang berasal dari masyarakat lokal Proportion of senior management hired from the local community	124				11.11.2, 11.14.3



Standar GRI/ Sumber Lain GRI Standard/ Other Source	Pengungkapan Disclosure	Lokasi Location	Yang Tidak Dicantumkan Omission			No. Rujukan Standar Sektor GRI GRI Sector Standard Ref. No.
			Persyaratan yang Tidak Dicantumkan Requirement(s) Omitted	Alasan Reason	Penjelasan Explanation	
GRI 203: Dampak Ekonomi Tidak Langsung 2016 GRI 203: Indirect Economic Impact 2016	203-1 Investasi infrastruktur dan dukungan layanan Infrastructure investments and services supported	148				11.14.4
	203-2 Dampak ekonomi tidak langsung yang signifikan Significant indirect economic impacts	151				11.14.5
GRI 204: Praktik Pengadaan 2016 GRI 204: Procurement Practices 2016	204-1 Proporsi pengeluaran untuk pemasok lokal Proportion of spending on local suppliers	151				11.14.6
GRI 205: Antikorupsi 2016 GRI 205: Anticorruption 2016	205-1 Operasi-operasi yang dinilai memiliki risiko terkait korupsi Operations assessed for risks related to corruption	74-75				11.20.2
	205-2 Komunikasi dan pelatihan tentang kebijakan dan prosedur antikorupsi Communication and training about anticorruption policies and procedures	74-75				11.20.3
	205-3 Insiden korupsi yang terbukti dan tindakan yang diambil Confirmed incidents of corruption and actions taken	74-75				11.20.4
GRI 206: Perilaku Antipersaingan 2016 GRI 206: Anticompetitive Behavior 2016	206-1 Langkah-langkah hukum untuk perilaku antipersaingan, praktik antipakat dan monopoli Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	75				11.19.2
GRI 207: Pajak 2019 GRI 207: Tax 2019	207-1 Pendekatan terhadap pajak Approach to tax	113				11.21.4
	207-2 Tata kelola, pengendalian, dan manajemen risiko pajak Tax governance, control, and risk management	113				11.21.5
	207-3 Keterlibatan pemangku kepentingan dan pengelolaan perhatian yang berkaitan dengan pajak Stakeholder engagement and management of concerns related to tax	114				11.21.6
	207-4 Laporan per negara Country-by-country reporting	114				11.21.7
GRI 301: Material 2016 GRI 301: Materials 2016	301-1 Material yang digunakan berdasarkan berat atau volume Materials used by weight or volume	198				
	301-2 Material input dari daur ulang yang digunakan Recycled input materials used	198				
	301-3 Produk reclaimed dan material kemasannya Reclaimed products and their packaging materials	198				

Standar GRI/ Sumber Lain GRI Standard/ Other Source	Pengungkapan Disclosure	Lokasi Location	Yang Tidak Dicantumkan Omission			No. Rujukan Standar Sektor GRI GRI Sector Standard Ref. No.
			Persyaratan yang Tidak Dicantumkan Requirement(s) Omitted	Alasan Reason	Penjelasan Explanation	
GRI 303: Air dan Efluen 2018 GRI 303: Water and Effluents 2018	303-1 Interaksi dengan air sebagai sumber daya bersama Interactions with water as a shared resource	188-189				11.6.2
	303-2 Manajemen dampak yang berkaitan dengan pembuangan air Management of water discharge-related impacts	189				11.6.3
	303-3 Pengambilan air Water withdrawal	190-191				11.6.4
	303-4 Pembuangan air Water discharge	191-192				11.6.5
	303-5 Konsumsi air Water consumption	193				11.6.6
GRI 304: Keanekaragaman Hayati 2016 GRI 304: Biodiversity 2016	304-1 Lokasi operasional yang dimiliki, disewa, dikelola, atau berdekatan dengan kawasan lindung dan kawasan dengan nilai keanekaragaman hayati tinggi di luar kawasan lindung Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	181-187				
	304-2 Dampak signifikan dari kegiatan, produk, dan jasa pada keanekaragaman hayati Significant impacts of activities, products, and services on biodiversity	181-187				
	304-3 Habitat yang dilindungi atau direstorasi Habitats protected or restored	182-187				
	304-4 Spesies Daftar Merah IUCN dan spesies daftar konservasi nasional dengan habitat dalam wilayah yang terkena efek operasi IUCN Red List species and national conservation list species with habitats in areas affected by operations	186				
GRI 306: Limbah 2020 GRI 306: Waste 2020	306-1 Timbulan limbah dan dampak signifikan terkait limbah Waste generation and significant wasterelated impacts	195				11.5.2
	306-2 Pengelolaan dampak yang signifikan terkait limbah Management of significant wasterelated impacts	194				11.5.3
	306-3 Timbulan limbah Waste generated	195				11.5.4, 11.8.2
	306-4 Limbah yang dialihkan dari pembuangan akhir Waste diverted from disposal	196				11.5.5
	306-5 Limbah yang dikirimkan ke pembuangan akhir Waste directed to disposal	197				11.5.6
GRI 308: Penilaian Lingkungan Pemasok 2016 GRI 308: Supplier Environmental Assessment 2016	308-1 Seleksi pemasok baru dengan menggunakan kriteria lingkungan New suppliers that were screened using environmental criteria	152-153				
	308-2 Dampak lingkungan negatif dalam rantai pasokan dan tindakan yang telah diambil Negative environmental impacts in the supply chain and actions taken	152-153				



Standar GRI/ Sumber Lain GRI Standard/ Other Source	Pengungkapan Disclosure	Lokasi Location	Yang Tidak Dicantumkan Omission			No. Rujukan Standar Sektor GRI GRI Sector Standard Ref. No.
			Persyaratan yang Tidak Dicantumkan Requirement(s) Omitted	Alasan Reason	Penjelasan Explanation	
GRI 401: Kepegawaian 2016 GRI 401: Employment 2016	401-1 Perekrutan karyawan baru dan pergantian karyawan New employee hires and employee turnover	119, 120				11.10.2
	401-2 Tunjangan yang diberikan kepada karyawan purnawaktu yang tidak diberikan kepada karyawan sementara atau paruh waktu Benefits provided to full-time employees that are not provided to temporary or parttime employees	112				11.10.3
	401-3 Cuti melahirkan Parental leave	121				11.10.4, 11.11.3
GRI 402: Hubungan Tenaga Kerja/ Manajemen 2016 GRI 402: Labor/ Management Relations 2016	402-1 Periode pemberitahuan minimum terkait perubahan operasional Minimum notice periods regarding operational changes	121				11.7.2, 11.10.5
GRI 403: Kesehatan dan Keselamatan Kerja 2018 GRI 403: Occupational Health & Safety 2018	403-1 Sistem manajemen keselamatan dan kesehatan kerja Occupational health and safety management system	90-91				11.9.2
	403-2 Identifikasi bahaya, penilaian risiko, dan investigasi insiden Hazard identification, risk assessment and incident investigation	92, 94				11.9.3
	403-3 Layanan kesehatan kerja Occupational health services	94-96				11.9.4
	403-4 Partisipasi, konsultasi, dan komunikasi pekerja tentang K3 Worker participation, consultation, and communication on occupational health and safety	96				11.9.5
	403-5 Pelatihan bagi pekerja mengenai K3 Worker training on occupational health and safety	96-98				11.9.6
	403-6 Peningkatan kualitas kesehatan pekerja Promotion on worker health	94-96				11.9.7
	403-7 Pencegahan dan mitigasi dampak dari keselamatan dan kesehatan kerja yang secara langsung terkait hubungan bisnis Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	98-101				11.9.8
	403-8 Pekerja yang tercakup dalam sistem manajemen K3 Workers covered by an occupational health and safety management system	90-91				11.9.9
	403-9 Kecelakaan kerja Work-related injuries	101-102				11.9.10
	403-10 Penyakit akibat kerja Work-related ill health	101-103				11.9.11
GRI 404: Pelatihan dan Pendidikan 2016 GRI 404: Training and Education 2016	404-1 Rata-rata jam pelatihan per tahun per karyawan Average hours of training per year per employee	122				11.10.6, 11.11.4
	404-2 Program untuk meningkatkan keterampilan karyawan dan program bantuan peralihan Programs for upgrading employee skills and transition assistance programs	122-123				11.7.3, 11.10.7
	404-3 Persentase karyawan yang menerima tinjauan rutin terhadap kinerja dan pengembangan karier Percentage of employees receiving regular performance and career development reviews	123				

Standar GRI/ Sumber Lain GRI Standard/ Other Source	Pengungkapan Disclosure	Lokasi Location	Yang Tidak Dicantumkan Omission			No. Rujukan Standar Sektor GRI GRI Sector Standard Ref. No.
			Persyaratan yang Tidak Dicantumkan Requirement(s) Omitted	Alasan Reason	Penjelasan Explanation	
GRI 405: Keanekaragaman dan Kesempatan Setara 2016 GRI 405: Diversity and Equal Opportunity 2016	405-1 Keanekaragaman badan tata kelola dan karyawan Diversity of governance bodies and employees	124				11.11.5
	405-2 Rasio gaji pokok dan remunerasi perempuan dibandingkan laki-laki Ratios of basic salary and remuneration of women to men	112, 125				11.11.6
GRI 406: Nondiskriminasi 2016 GRI 406: Nondiscrimination 2016	406-1 Insiden diskriminasi dan tindakan perbaikan yang dilakukan Incidents of discrimination and corrective actions taken	123- 124, 154				11.11.7
GRI 407: Kebebasan Berserikat dan Perlindungan Kolektif 2016 GRI 406: Freedom of Association and Collective Bargaining 2016	407-1 Operasi dan pemasok di mana hak atas kebebasan berserikat dan perundingan kolektif mungkin berisiko Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	125				11.13.2
GRI 408: Pekerja Anak 2016 GRI 406: Child Labor 2016	408-1 Operasi dan pemasok yang berisiko signifikan terhadap insiden pekerja anak Operations and suppliers at significant risk for incidents of child labor	125				
GRI 409: Kerja Paksa atau Wajib Kerja 2016 GRI 406: Forced or Compulsory Labor 2016	409-1 Operasi dan pemasok yang berisiko signifikan terhadap insiden kerja paksa atau wajib kerja Operations and suppliers at significant risk for incidents of forced or compulsory labor	125				11.12.2
GRI 410: Kerja Paksa atau Wajib Kerja 2016 GRI 410: Forced or Compulsory Labor 2016	410-1 Petugas keamanan yang dilatih mengenai kebijakan atau prosedur hak asasi manusia Security personnel trained in human rights policies or procedures	103-104				11.18.2
GRI 411: Hak-hak Masyarakat Adat 2016 GRI 411: Rights of Indigenous People 2016	411-1 Insiden pelanggaran yang melibatkan hak-hak masyarakat adat Incidents of violations involving rights of indigenous peoples	155				11.17.2
GRI 413: Masyarakat Lokal 2016 GRI 413: Local Communities 2016	413-1 Operasi dengan keterlibatan masyarakat lokal, penilaian dampak, dan program pengembangan Operations with local community engagement, impact assessments, and development programs	131-151				11.15.2
	413-2 Operasi yang secara aktual dan yang berpotensi memiliki dampak negatif signifikan terhadap masyarakat lokal Operations with significant actual and potential negative impacts on local communities	117, 128, 155				11.15.3
GRI 414: Penilaian Sosial Pemasok 2016 GRI 413: Supplier Social Assessment 2016	414-1 Seleksi pemasok baru dengan menggunakan kriteria sosial New suppliers that were screened using social criteria	152-153				11.10.8, 11.12.3
	414-2 Dampak sosial negatif dalam rantai pasokan dan tindakan yang telah diambil Negative social impacts in the supply chain and actions taken	152-153				11.10.9



Standar GRI/ Sumber Lain GRI Standard/ Other Source	Pengungkapan Disclosure	Lokasi Location	Yang Tidak Dicantumkan Omission			No. Rujukan Standar Sektor GRI GRI Sector Standard Ref. No.
			Persyaratan yang Tidak Dicantumkan Requirement(s) Omitted	Alasan Reason	Penjelasan Explanation	
GRI 415: Kebijakan Publik 2016 GRI 415: Public Policy 2016	415-1 Kontribusi politik Political contributions	115				11.22.2
GRI 416: Kesehatan dan Keselamatan Pelanggan 2016 GRI 416: Customer Health and Safety 2016	416-1 Penilaian dampak kesehatan dan keselamatan dari berbagai kategori produk dan jasa Assessment of the health and safety impacts of product and service categories	116-117				11.3.3
	416-2 Insiden ketidakpatuhan sehubungan dengan dampak kesehatan dan keselamatan dari produk dan jasa Incidents of non-compliance concerning the health and safety impacts of products and services	117				
GRI 417: Pemasaran dan Pelabelan 2016 GRI 417: Marketing and Labeling 2016	417-1 Persyaratan untuk pelabelan dan informasi produk dan jasa Requirements for product and service information and labeling	117				
	417-2 Insiden ketidakpatuhan terkait pelabelan dan informasi produk dan jasa Incidents of non-compliance concerning product and service information and labeling	117				
	417-3 Insiden ketidakpatuhan terkait komunikasi pemasaran Incidents of non-compliance concerning marketing communications	117				
GRI 418: Privasi Pelanggan 2016 GRI 418: Customer Privacy 2016	418-1 Pengaduan yang berdasar mengenai pelanggaran terhadap privasi pelanggan dan hilangnya data pelanggan Substantiated complaints concerning breaches of customer privacy and losses of customer data	104-106				
Pengungkapan Sektor Tambahan Additional Sector Disclosures	11.15.4 Laporkan jumlah dan jenis keluhan dari masyarakat setempat yang teridentifikasi, termasuk: • persentase keluhan yang telah ditangani dan diselesaikan; • persentase keluhan yang diselesaikan melalui tindakan perbaikan. Report the number and type of grievances from local communities identified, including: • percentage of the grievances that were addressed and resolved; • percentage of the grievances that were resolved through remediation.	72				
	11.16.2 Cantumkan lokasi operasi yang menyebabkan atau berkontribusi pada pemukiman kembali secara paksa atau di mana pemukiman kembali tersebut sedang berlangsung. Untuk setiap lokasi, jelaskan bagaimana mata pencaharian dan hak asasi manusia masyarakat terdampak dan dipulihkan List the locations of operations that caused or contributed to involuntary resettlement or where such resettlement is ongoing. For each location, describe how peoples' livelihoods and human rights were affected and restored	153-155				
	11.17.3 Cantumkan lokasi-lokasi operasi di mana masyarakat adat berada atau terdampak oleh kegiatan organisasi List the locations of operations where indigenous peoples are present or affected by activities of the organization	154-155				

Indeks Sustainability Accounting Standard Board (SASB) – Sektor Minyak dan Gas: Eksplorasi dan Produksi

Sustainability Accounting Standard Board (SASB) Index - Oil & Gas: Exploration & Production Sector

Topik Topic	Kode Pengungkapan Disclosure Code	Pengungkapan Metric	Halaman Page Number
Emisi Gas Rumah Kaca Greenhouse Gas Emissions	EM-EP-110a.1	Emisi Cakupan 1 global bruto, persentase metana, persentase yang tercakup dalam peraturan pembatasan emisi Gross global Scope 1 emissions, percentage methane, percentage covered under emissions-limiting regulations	172, 173
	EM-EP-110a.2	Jumlah emisi Cakupan 1 global bruto dari: (1) hidrokarbon suar, (2) pembakaran lainnya, (3) emisi proses, (4) emisi lain yang dibuang melalui ventilasi, dan (5) emisi fugitif Amount of gross global Scope 1 emissions from: (1) flared hydrocarbons, (2) other combustion, (3) process emissions, (4) other vented emissions and (5) fugitive emissions	172, 177
	EM-EP-110a.3	Pembahasan strategi atau rencana jangka panjang dan jangka pendek untuk mengelola emisi cakupan 1, target penurunan emisi, dan analisis kinerja terhadap target tersebut Discussion of long- and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets	170-171
Kualitas Udara Air Quality	EM-EP-120a.1	Emisi udara dari polutan berikut: (1) NO _x (tidak termasuk N ₂ O), (2) SO _x , (3) senyawa organik yang mudah menguap (VOC), dan (4) partikulat (PM ₁₀) Air emissions of the following pollutants: (1) NO _x (excluding N ₂ O), (2) SO _x , (3) volatile organic compounds (VOC _s), and (4) particulate matter (PM ₁₀)	176-177
Manajemen Air Water Management	EM-EP-140a.1	(1) Jumlah air bersih yang diambil, (2) jumlah air bersih yang dikonsumsi, persentase masing-masing di daerah dengan Stres air dengan baseline tinggi atau sangat tinggi (1) Total water withdrawn, (2) total water consumed; percentage of each in regions with High or high or extremely high baseline water stress	189, 190-191, 193
	EM-EP-140a.2	Volume air terproduksi dan aliran balik yang dibangkitkan; persentase (1) dibuang, (2) diinjeksikan, (3) didaur ulang; kandungan hidrokarbon dalam air yang dibuang Volume of produced water and flowback generated; percentage (1) discharged, (2) injected, (3) recycled; hydrocarbon content in discharged water	191-192



Topik Topic	Kode Pengungkapan Disclosure Code	Pengungkapan Metric	Halaman Page Number
Dampak Kenakeragaman Hayati Biodiversity Impacts	EM-EP-160a.1	Deskripsi kebijakan dan praktik manajemen lingkungan untuk situs aktif Description of environmental management policies and practices for active sites	160, 182-186
	EM-EP-160a.2	(1) Jumlah dan (2) volume agregat tumpahan hidrokarbon, (3) volume di Arktik, (4) volume berdampak pada garis pantai dengan peringkat ESI 8-10, dan (5) volume yang dipulihkan (1) Number and (2) aggregate volume of hydrocarbon spills, (3) volume in Arctic, (4) volume impacting shorelines with ESI rankings 8-10, and (5) volume recovered	195
	EM-EP-160a.3	Persentase dari (1) cadangan terbukti dan (2) terduga di dalam atau dekat lokasi dengan status konservasi yang dilindungi atau habitat spesies yang terancam punah Percentage of (1) proved and (2) probable reserves in or near sites with protected conservation status or endangered species habitat	182-186
Keamanan, Hak Asasi Manusia dan Hak Masyarakat Adat Security, Human Rights & Rights of Indigenous Peoples	EM-EP-210a.1	Persentase dari (1) cadangan terbukti dan (2) cadangan terkira di atau dekat wilayah konflik Percentage of (1) proved and (2) probable reserves in or near areas of conflict	154-155
	EM-EP-210a.2	Persentase (1) cadangan terbukti dan (2) cadangan terkira yang berlokasi di atau di sekitar wilayah masyarakat hukum adat Percentage of (1) proved and (2) probable reserves in or near indigenous land	154
Etika Bisnis dan Transparansi Pembayaran Business Ethics & Payments Transparency	EM-EP-510a.2	Uraian tentang sistem manajemen pencegahan korupsi dan penyuapan di seluruh rantai nilai Description of the management system for prevention of corruption and bribery throughout the value chain	74-75
Pengelolaan Lingkungan Hukum & Regulasi Management of the Legal & Regulatory Environment	EM-EP-530a.1	Pembahasan mengenai posisi atau pandangan perusahaan terkait regulasi pemerintah dan/atau usulan kebijakan yang membahas faktor lingkungan dan sosial yang memengaruhi industri Discussion of corporate positions related to government regulations and/ or policy proposals that address environmental and social factors affecting the industry	109, 178
Metrik Aktivitas Activity Metrics	EM-EP-000.A	Produksi: (1) minyak, (2) gas alam, (3) minyak sintetik, dan (4) gas sintetik Production of: (1) oil, (2) natural gas, (3) synthetic oil, and (4) synthetic gas	107
	EM-EP-000.B	Jumlah lokasi lepas pantai Number of offshore sites	182
	EM-EP-000.C	Jumlah lokasi darat Number of terrestrial sites	182

Referensi International Petroleum Industry Environmental Conservation Association (IPIECA)

Reference of International Petroleum Industry Environmental Conservation Association (IPIECA)

Kode Code	Pengungkapan Disclosure	Halaman Page Number
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GOV-3	Pencegahan korupsi Preventing corruption	74-75
GOV-4	Transparansi pembayaran kepada pemerintah Transparency of payments to host governments	110, 113, 114
GOV-5	Advokasi publik dan lobi Public advocacy and lobbying	114, 115
Perubahan Iklim dan Energi Climate Change and Energy		
CCE-1	Tata kelola dan strategi iklim Climate governance and strategy	160-162, 166-167
CCE-2	Risiko dan peluang iklim Climate risk and opportunities	15, 80, 109, 110, 159, 161-171
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CCE-4	Emisi gas rumah kaca (GRK) Greenhouse gas (GHG) emissions	172-175
CCE-5	Emisi metana Methane emissions	161-162, 172-173
CCE-6	Penggunaan energi Energy use	178-180
CCE-7	Gas suar Flared gas	177
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ENV-2	Pembuangan air Discharges to water	188, 191-192
ENV-3	Kebijakan dan Strategi Keanekaragaman Hayati Biodiversity Policy and Strategy	181-186
ENV-4	Kawasan lindung dan prioritas untuk konservasi keanekaragaman hayati Protected and priority areas for biodiversity conservation	181-186
ENV-5	Emisi ke udara Emissions to air	176-177, 187
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Kode Code	Pengungkapan Disclosure	Halaman Page Number
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SHS-2	Tenaga kerja dan kesehatan komunitas Workforce and community health	94, 95, 96
SHS-3	Kecelakaan kerja dan insiden penyakit Occupational injury and illness incidents	92-94, 98, 101, 102, 103
SHS-4	Keselamatan transportasi Transport safety	99
SHS-5	Pengelolaan produk Product stewardship	115-117
SHS-6	Keamanan proses Process safety	98-101
SHS-7	Manajemen risiko keamanan Security risk management	103-105
Sosial Social		
SOC-1	Uji tuntas hak asasi manusia Human rights due diligence	127, 153-154
SOC-2	Pemasok dan hak asasi manusia Suppliers and human rights	152-153, 154
SOC-3	Keamanan dan hak asasi manusia Security and human rights	103-104, 152-153
SOC-4	Praktik ketenagakerjaan berbasis lokasi dan akomodasi pekerja Site-based labour practices and worker accommodation	119, 125
SOC-5	Keberagaman dan inklusi tenaga kerja Workforce diversity and inclusion	123, 124, 125
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SOC-7	Pelatihan dan pengembangan tenaga kerja Workforce training and development	122
SOC-8	Mekanisme non-retaliasi dan pengaduan tenaga kerja Workforce non-retaliation and grievance mechanisms	72
SOC-9	Dampak dan keterlibatan komunitas Community impacts and engagement	127-128, 130-151, 155
SOC-10	Keterlibatan dengan masyarakat adat Engagement with indigenous peoples	154-155
SOC-11	Pembebasan lahan dan relokasi secara tidak sukarela Land acquisition and involuntary resettlement	154, 155
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SOC-13	Investasi sosial Social investment	129
SOC-14	Pengadaan lokal dan pengembangan pemasok Local procurement and supplier development	151, 152
SOC-15	Praktik perekrutan tenaga kerja lokal Local hiring practices	119, 122, 123, 124, 125

Lembar Umpan Balik

Feedback Sheets [OJK G.2]

Laporan Keberlanjutan 2025 PT Pertamina Hulu Energi memberikan informasi kinerja finansial dan keberlanjutan bagi pemangku kepentingan. Kami mengharapkan masukan, kritik, saran dari Bapak/Ibu/Saudara.
 PT Pertamina Hulu Energi 2025 Sustainability Report provides an overview of the Company's financial and sustainability performance for stakeholders. We are looking forward to receiving your inputs, criticisms, and suggestions from Mr/Mrs/You.

PROFIL ANDA / Your Profile

Mohon berkenan untuk mengisi data diri anda. / Please kindly fill your personal details.

Nama Lengkap / Full Name :
 Pekerjaan / Position :
 Nama Institusi/Perusahaan / Institution Name /Company :
 Telepon / Telephone :

Golongan Pemangku Kepentingan / Stakeholders Category

- Pemegang Saham / Shareholder
 Mitra Usaha/Bisnis / Business Partners
 Pelanggan / Customer
 Pekerja / Worker
 Masyarakat / Community
 Media / Media
 Pemerintah Pusat dan Regulator / Central Government and Regulators
 Lembaga Legislatif / Legislative Body
 Lainnya, / Others

1. Bagaimana penilaian Anda mengenai Laporan Keberlanjutan Pertamina Hulu Energi
 How do you rate Pertamina Hulu Energi Sustainability Report:
 Tidak Signifikan / Insignificant
 Biasa / Normal
 Signifikan / Significant

Laporan ini mudah dimengerti / The Report is easy to understand

Laporan ini sudah menggambarkan informasi atas topik material Perusahaan
 The Report describe information on material topic of the Company

Laporan ini bermanfaat / The Report is useful

2. Bagaimana penilaian Anda mengenai tingkat materialitas topik-topik di bawah
 How do you rate the materiality of topics below:
 Tidak Signifikan / Insignificant
 Biasa / Normal
 Signifikan / Significant

Manajemen Kesehatan dan Keselamatan Kerja
 Occupational Health and Safety Management

Mitigasi dan Transisi Iklim
 Climate Mitigation and Transition

Pelibatan dan Dampak terhadap Masyarakat
 Community Engagement and Impact

Konservasi Alam dan Keanekaragaman Hayati
 Nature Conservation and Biodiversity

Pengelolaan Sumber Daya Air
 Water Resources Management

Pengelolaan Limbah
 Waste Management

Bisnis yang Bertanggung Jawab
 Waste Management

3. Mohon berikan saran/komentar Anda atas Laporan Keberlanjutan Pertamina Hulu Energi
 Please kindly provide your suggestion/comments on Pertamina Hulu Energi Sustainability Report

Mohon kirimkan kembali Lembar Umpan Balik kepada / Please kindly send back the Feedback Sheet to:
 PT Pertamina Hulu Energi

Hendarsih

Manager Investor Relations
 PHE Tower, Lantai 10, Jl. TB Simatupang Kav.99 Jakarta Selatan 12520-Indonesia
 Telp: +62 21 2954 7000
 Surel/Email: hendarsih@pertamina.com

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PT Pertamina Hulu Energi

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2025
Laporan Keberlanjutan
Sustainability Report