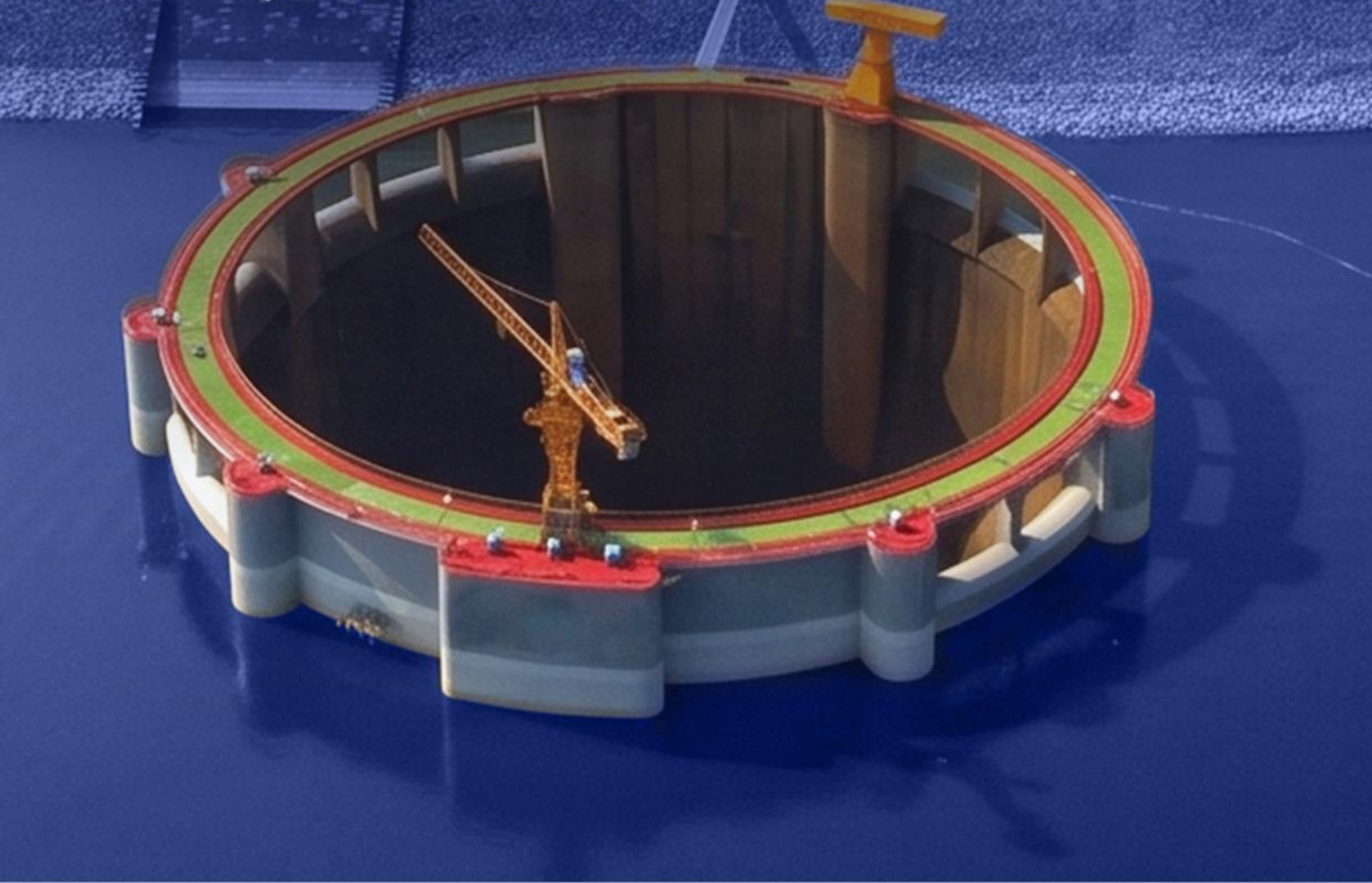
Jasa Tirta II
Air Untuk Menghidupi Negeri

Laporan Tahunan 2025

Annual Report 2025

Mengembangkan Budaya Keberlanjutan, Mendukung Kemajuan Bisnis Perusahaan Bersama Lingkungan

Fostering Sustainability, Supporting Business Growth in Harmony with the Environment.



Komitmen mengelola keberlanjutan menjadi budaya yang terus dijalankan Perum Jasa Tirta II di segala lini dan dalam kegiatan operasional, maupun aktivitas pengembangan yang ada dalam ekosistem Perusahaan. Hal ini diyakini merupakan faktor pendorong dalam mengembangkan usaha di bidang pengelolaan sumber daya air dan upaya-upaya meningkatkan kualitas kehidupan lingkungan di sekitar Perusahaan.

Di tahun 2025, Perusahaan terus mengembangkan aspek-aspek (*governance*) demi mendukung kinerja pertumbuhan yang sehat ke depannya. Penerapan manajemen risiko dilakukan saat penyusunan RKAP 2025 dan Rencana Strategis, termasuk dalam memonitor, mengelola, dan memitigasi risiko yang timbul saat merealisasikan rencana kerja. Implementasi transformasi digital yang terintegrasi di seluruh lini dijalankan sehingga pelaksanaan monitoring setiap kegiatan dan statusnya dapat terpantau setiap waktu, dan penyelesaian kondisi tertentu dapat dilakukan secara efektif. Perusahaan juga telah memulai pengembangan talenta berdasarkan *talent diversity*. Hal ini dimaksudkan untuk meningkatkan keberagaman pengembangan talenta yang dinominasikan menduduki posisi pimpinan ke depannya. Beberapa kegiatan tanggung jawab sosial dan lingkungan, seperti pengolahan limbah eceng gondok dan penanaman pohon, bertujuan untuk menciptakan produk bernilai ekonomi dan menjaga konservasi sumber daya air.

The commitment to integrate sustainability into the core culture of Perum Jasa Tirta II ensures its implementation across all departments and in both its operational activities and development initiatives within the Company's ecosystem. This commitment is seen as a key driver in advancing the Company's operations in water resource management and in its efforts to improve the quality of the environment surrounding the Company.

In 2025, the Company continues to develop governance aspects to support healthy growth performance in the future. Risk management is implemented during the preparation of the 2025 Annual Work Plan and Budget (RKAP) and the Strategic Plan, including monitoring, managing, and mitigating risks that arise during the execution of work plans. An integrated digital transformation is being implemented across all business lines so that the progress of every activity and its status can be monitored at all times, and specific issues can be resolved effectively.
The Company has also initiated talent development based on talent diversity. This is intended to enhance the diversity of talent being developed for future leadership positions. Several social and environmental responsibility initiatives, such as water hyacinth waste processing and the planting of eceng gondok trees, aim to create economic value while preserving water resource conservation.

IKHTISAR PENCAPAIAN PENTING TAHUN 2025
Overview of Key Achievements in 2025

Memastikan Kualitas Sumber Air dan Sarana Prasarana Pengelolaan SDA

Ensuring the Quality of Water Resources and Water Infrastructure Facilities

Menjaga kualitas pasokan air baku demi memenuhi kebutuhan industri, air minum, dan irigasi melalui pengelolaan sistem irigasi yang efektif dan dukungan sarana-prasarana yang selalu dalam kondisi optimal untuk dipergunakan.

Maintaining the quality of raw water supply to support industrial, drinking water, and irrigation needs through effective irrigation system management and the provision of reliable infrastructure facilities that are consistently maintained in optimal operating condition.

Pengelolaan SDA Berbasis Sistem Informasi Terpadu

Integrated Information System-Based Water Resources Management

Menerapkan kemajuan sistem informasi terpadu demi mengelola sumber daya air secara lebih efektif dan efisien, termasuk memberikan informasi terkini terkait kondisi yang bermanfaat sebagai referensi penetapan langkah-langkah ke depan.

Leveraging advancements in integrated information systems to enhance the effectiveness and efficiency of water resources management, while providing up-to-date information on prevailing conditions as a valuable reference for determining future strategic actions.

Perencanaan dan Arah Konservasi SDA

Water Resources Conservation Planning and Direction

Penerapan pedoman dan arahan dalam pelaksanaan konservasi sumber daya air, pendayagunannya, dan pengendalian daya rusak air bersama-sama institusi terkait di bidang SDA.

Implementing guidelines and strategic directives for water resources conservation, utilization, and water-related disaster risk control in collaboration with relevant institutions and stakeholders in the water resources sector.

Pemberdayaan Masyarakat Mendukung Pencapaian Pengelolaan SDA

Community Empowerment to Support Water Resources Management Achievement

Merancang dan melaksanakan konstruksi pengelolaan SDA, dengan meningkatkan pemahaman masyarakat tentang pengelolaan SDA melalui pendidikan/ pelatihan, penelitian, pengembangan, dan pendampingan di wilayah kerja Perusahaan.

Planning and implementing water resources management infrastructure while enhancing public awareness and understanding of sustainable water resources management through education and training programs, research initiatives, capacity development, and community assistance across the Company's operational areas.

Melindungi dan Melestarikan Sumber Air

Protecting and Preserving Water Sources

Menjaga keberlangsungan daya dukung, daya tampung, dan fungsi sumber daya air melalui perlindungan dan pelestarian sumber air, pengawetan air, serta pengelolaan kualitas air atau pengendalian pencemaran air sesuai dengan kondisi wilayah kerja.

Safeguarding the sustainability of water resources by maintaining their carrying capacity, storage capacity, and ecological functions through water source protection and preservation, water conservation efforts, and effective water quality management, including the prevention and control of water pollution in line with the conditions of the Company's operational areas.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KESINAMBUNGAN TEMA

Theme Continuity

2022

Moving Beyond, Eskalasi Kinerja Berkelanjutan

Moving Beyond, Escalating Sustainable Excellence

Pada tahun 2022, Perum Jasa Tirta II telah genap 55 tahun hadir sebagai perusahaan Badan Usaha Milik Negara (BUMN) yang bergerak dalam bidang Pengelolaan Sumber Daya Air (SDA) memberikan dedikasi dan dukungan terhadap ketahanan pangan dan energi nasional.

Laporan Tahunan Perum Jasa Tirta II Tahun 2022 mengusung tema "*Moving Beyond*" (Bergerak Melampaui) dengan terus bergerak optimis, dinamis, dan berisinergi dalam Pengelolaan SDA untuk dapat melampui harapan visi dan misi serta target Perusahaan yang telah ditetapkan.

Seiring dengan penambahan wilayah kerja baru, Perum Jasa Tirta II di Wilayah Sungai (WS) Cimanuk-Cisanggarung (Cirebon), Sebagian WS Cidanau-Ciujung-Cidurian (Provinsi Banten), dan Sebagian WS Seputih-Sekampung (Provinsi Lampung), Perusahaan dituntut untuk bergerak cepat, optimis, bersinergi, beradaptasi, dan meningkatkan kinerja dan peluang bisnis usaha khususnya di wilayah kerja baru serta terus konsiten memberikan pelayanan yang berkualitas dalam pengelolaan, pengoperasian dan pemeliharaan SDA, serta pengusahaan SDA yang sehat.

In 2022, Perum Jasa Tirta II marked 55 years of service as a State-Owned Enterprise (BUMN) committed to Water Resources Management (SDA), providing dedication and support toward national food and energy security.

The 2022 Annual Report of Perum Jasa Tirta II, carries the theme "Moving Beyond", reflects the Company's commitment to advancing with optimism, dynamism, and synergy in Water Resources Management to exceed the expectations of its vision, mission, and established targets that have been set.

Following the expansion of its operational areas to include the Cimanuk-Cisanggarung River Basin (Cirebon), portions of the Cidanau-Ciujung-Cidurian River Basin (Banten Province), and portions of the Seputih-Sekampung River Basin (Lampung Province), the Company is required to act with agility, optimism, and synergy. The Company is committed to adapting swiftly to enhance performance and business opportunities, particularly within these new territories, while consistently delivering high-quality services in the management, operation, and maintenance of water resources, as well as ensuring their sustainable utilization.

2023

Terus Maju Untuk Negeriku

Moving Forward for My Country

Perum Jasa Tirta II memahami pentingnya menjaga keberlanjutan bumi melalui kolaborasi, inovasi, dan praktik bisnis yang berkelanjutan.

Kami berkomitmen untuk secara aktif mendorong dan mendukung pembangunan berkelanjutan dengan menerapkan praktik yang bertanggung jawab secara sosial, ekonomi, dan lingkungan, serta menjadi mitra bagi semua pihak yang berkomitmen untuk menjaga bumi.

Perum Jasa Tirta II terus berinovasi dalam mengelola produk dan layanan yang handal, serta menyediakan solusi yang memberikan nilai tambah bagi para pemangku kepentingan. Kami bertekad untuk menjadi pelopor dalam pengelolaan dan pengusahaan sumber daya air di Asia Tenggara pada tahun 2030.

Kami senantiasa beroperasi dengan pendekatan modern yang mampu mengakomodasi kebutuhan pemangku kepentingan serta berkontribusi pada pembangunan daerah yang berkelanjutan sesuai dengan prinsip-prinsip tata kelola yang baik.

Perum Jasa Tirta II understands the importance of preserving the Earth's sustainability through collaboration, innovation, and sustainable business practices.

We are committed to actively encouraging and supporting sustainable development by implementing socially, economically, and environmentally responsible practices, while becoming a partner for all stakeholders dedicated to preserving the Earth.

Perum Jasa Tirta II continues to innovate in managing reliable products and services, while providing solutions that added value to stakeholders. We are committed to becoming a pioneer in water resource management and development in Southeast Asia by 2030.

We consistently operates with a modern approach that is able to accommodates the needs of stakeholders and contributes to sustainable regional development in accordance with the principles of good governance.

2024

Memperkuat Kolaborasi, Mewujudkan Keberlanjutan

Strengthening Collaboration, Achieving Sustainability

Perum Jasa Tirta II memahami pentingnya menjaga keberlanjutan bumi melalui kolaborasi, inovasi, dan praktik bisnis yang berkelanjutan.

Kami berkomitmen untuk secara aktif mendorong dan mendukung pembangunan berkelanjutan dengan menerapkan praktik yang bertanggung jawab secara sosial, ekonomi, dan lingkungan, serta menjadi mitra bagi semua pihak yang berkomitmen untuk menjaga bumi.

Perum Jasa Tirta II terus berinovasi dalam mengelola produk dan layanan yang handal, serta menyediakan solusi yang memberikan nilai tambah bagi para pemangku kepentingan. Kami bertekad untuk menjadi Perusahaan terbaik dalam pengelolaan dan pengusahaan sumber daya air yang berkelanjutan di Indonesia.

Kami senantiasa beroperasi dengan pendekatan modern yang mampu mengakomodasi kebutuhan pemangku kepentngan serta berkontribusi pada pembangunan daerah yang berkelanjutan sesuai dengan prinsip-prinsip tata kelola yang baik.

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Perum Jasa Tirta II continues to innovate in managing reliable products and services, while providing solutions that added value to stakeholders. We are committed to becoming a leading company in the sustainable management and utilization of water resources in Indonesia.

We consistently operates with a modern approach that is able to accommodates the needs of stakeholders and contributes to sustainable regional development in accordance with the principles of good governance.

INFORMASI YANG DISAJIKAN DALAM LAPORAN TAHUNAN SERTA SANGGAHAN DAN BATASAN TANGGUNG JAWAB

Penyusunan Laporan Tahunan Perusahaan Umum Jasa Tirta II tahun 2025 menggunakan standar yang berlaku di Indonesia. Peraturan atau Kebijakan yang menjadi dasar penyusunan Laporan Tahunan ini yaitu Peraturan Pemerintah Republik Indonesia No. 25 Tahun 2022 tentang Perusahaan Umum (Perum) Jasa Tirta II dan Surat Edaran Otoritas Jasa Keuangan (OJK) No. 16/SEOJK.04/2021 tentang Bentuk dan Isi Laporan Tahunan Emiten atau Perusahaan Publik.

Laporan Tahunan ini memuat berbagai pernyataan terkait kondisi keuangan, operasi, kebijakan, proyeksi, rencana, strategi, serta tujuan Perusahaan, yang digolongkan sebagai pernyataan ke depan dalam pelaksanaan perundang-undangan yang berlaku, kecuali hal-hal yang bersifat historis. Pernyataan-pernyataan tersebut memiliki prospek risiko serta ketidakpastian, hingga kemungkinan perbedaan dengan perkembangan yang aktual. Berbagai pernyataan prospektif dalam Laporan Tahunan ini disusun berdasarkan asumsi-asumsi mengenai kondisi terkini, serta proyeksi atas situasi mendatang terkait lingkungan bisnis Perusahaan. Perusahaan tidak dapat menjamin bahwa dokumen-dokumen yang telah dipastikan keabsahannya akan membawa hasil yang pasti.

Laporan Tahunan ini memuat kata "Perum Jasa Tirta II", "PJT II", dan "Perusahaan" yang didefinisikan sebagai Perum Jasa Tirta II yang menjalankan bisnis di bidang Pengelolaan Sumber Daya Air.

Untuk keperluan pembaca yang lebih beragam dan sesuai ketentuan yang berlaku, laporan ini disajikan dalam 2 (dua) bahasa yaitu Bahasa Indonesia dan Bahasa Inggris. Laporan Tahunan ini dapat dilihat dan diunduh di situs resmi Perusahaan dengan alamat www.jasatirta2.co.id.

INFORMATION PRESENTED IN THIS ANNUAL REPORT, DISCLAIMER, AND LIMITATION OF LIABILITY

The preparation of the 2025 Annual Report of Perum Jasa Tirta II is based on the applicable standards and regulations in Indonesia. This Annual Report has been prepared in accordance with Government Regulation of the Republic of Indonesia No. 25 of 2022 concerning Perusahaan Umum (Perum) Jasa Tirta II and Financial Services Authority (OJK) Circular Letter No. 16/SEOJK.04/2021 concerning the Form and Content of Annual Reports of Issuers or Public Companies.

This Annual Report contains various statements relating to the Company's financial condition, operations, policies, projections, plans, strategies, and objectives, which constitute forward-looking statements within the meaning of the applicable laws and regulations, except for statements of historical fact. These forward-looking statements are subject to risks and uncertainties that may cause actual results to differ materially from those anticipated. Such statements are based on current assumptions and projections regarding future business conditions and the operating environment of the Company. Accordingly, the Company cannot guarantee that these assumptions and projections will materialize or that the expected results will be achieved.

Throughout this Annual Report, the terms "Perum Jasa Tirta II," "PJT II," and "the Company" refer to Perum Jasa Tirta II, a state-owned enterprise engaged in water resources management.

To accommodate a broader range of readers and to comply with the prevailing regulations, this Annual Report is presented in both Indonesian and English. The Annual Report is available for viewing and download through the Company's official website at www.jasatirta2.co.id.

Daftar Isi

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PERFORMA 2025

2025 Performance

PERFORMA 2025

Performance 2025

IKHTISAR KINERJA OPERASIONAL
Operational Performance Overview

Uraian/ *Description*	2021	2022	2023	2024	2025
Pasok Air Baku untuk Irigasi (ha) *Raw Water Supply for Irrigation (ha)*	569.679	569.112	566.901	550.068	529.859
Pasok Air Baku untuk PDAM, Industri (juta m^3) *Raw Water Supply for Public Water Utilities and Industry (million m^3)*	1.134	1.089	1.142	1.183	1.297

IKHTISAR DATA KEUANGAN PENTING
Financial Performance Highlights

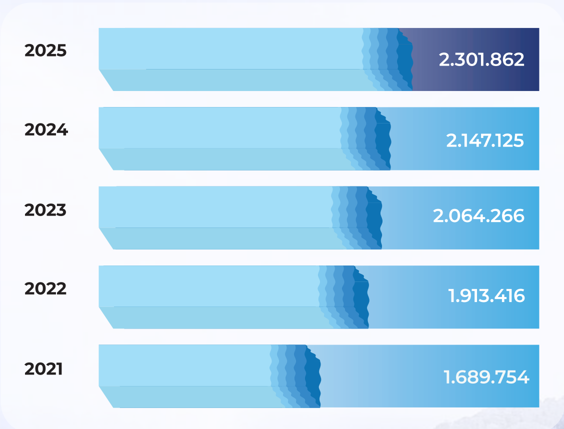
Laporan Posisi Keuangan
Financial Position

(dalam juta Rupiah / *in million Rupiah)*

Uraian / *Description*	2021	2022	2023	2024	2025
Aset Lancar / *Current Assets*	747.880	939.123	1.066.586	915.551	1.023.793
Aset Tidak Lancar / *Non-Current Assets*	941.874	974.294	997.679	1.231.574	1.278.069
Jumal Aset / *Total Assets*	**1.689.754**	**1.913.416**	**2.064.266**	**2.147.125**	**2.301.862**
Liabilitas Jangka Pendek / *Short Term Liabilities*	168.017	231.385	250.761	310.750	291.174
Liabilitas Jangka Panjang / *Long Term Liabilities*	240.531	299.306	303.663	148.239	149.647
Jumlah Liabilitas / *Total Liabilities*	**408.547**	**530.690**	**554.424**	**458.989**	**440.820**
Jumlah Ekuitas / *Total Liabilities*	**1.281.207**	**1.382.728**	**1.509.841**	**1.688.137**	**1.861.041**
Jumlah Liabilitas dan Ekuitas / *Total Liabilities and Equity*	**1.689.754**	**1.913.416**	**2.064.266**	**2.147.125**	**2.301.862**

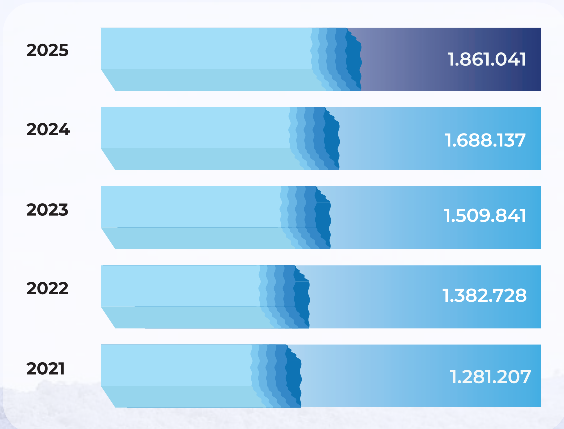
Jumlah Aset
Total Assets

(dalam juta Rupiah / *in million Rupiah)*



Jumlah Ekuitas
Total Equity

(dalam juta Rupiah / *in million Rupiah)*



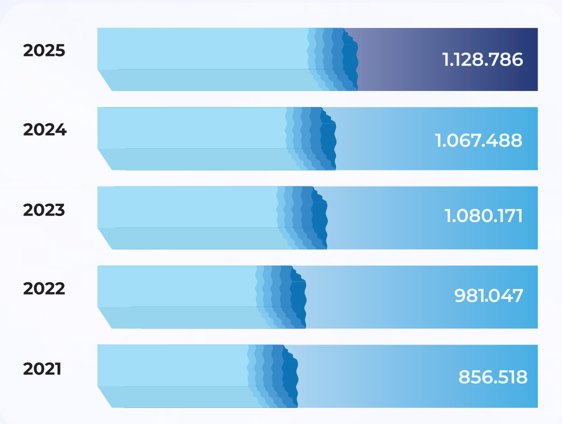
Laba Rugi dan Penghasilan Komprehensif Lain
Statement of Profit or Loss and Other Comprehensive Income

(dalam juta Rupiah / *in million Rupiah)*

Uraian / *Description*	2021	2022	2023	2024	2025
Pendapatan Usaha / *Operating Revenues*	**856.518**	**981.047**	**1.080.171**	**1.067.488**	**1.128.786**
Beban Usaha / *Operating Expenses*	(544.687)	(600.271)	(713.501)	(710.122)	(732.970)
Laba Kotor / *Gross Profit*	311.831	380.776	366.670	357.365	395.815
Beban Promosi dan Pemasaran / *Promotion and Marketing Expenses*	(4.731)	(5.794)	(6.548)	(9.524)	(4.308)
Beban Administrasi dan Umum / *General and Administration Expenses*	(168.651)	(187.160)	(200.430)	(205.485)	(204.695)
Pendapatan Lain-lain / *Other Income*	15.992	31.950	48.572	147.558	84.140
Beban Lain-lain / *Other Expenses*	(9.859)	(27.917)	(34.611)	(41.328)	(37.702)
Laba Sebelum Pajak / *Profit (Loss) Before Tax*	144.582	191.855	173.653	248.587	233.250
Beban Pajak Penghasilan / *Income Tax Expenses*	(371.135)	(46.607)	(35.635)	(44.176)	(40.222)
Laba Bersih Tahun Berjalan / *Current Year Net Profit*	**107.446**	**145.248**	**138.017**	**204.410**	**193.027**
Penghasilan Komprehensif Lain / *Gross Profit*	(43.175)	(43.729)	(10.902)	(19.115)	(1.165)
Laba Komprehensif Tahun Berjalan / *Comprehensive Income for the Current Year*	64.272	101.519	127.115	185.295	191.863

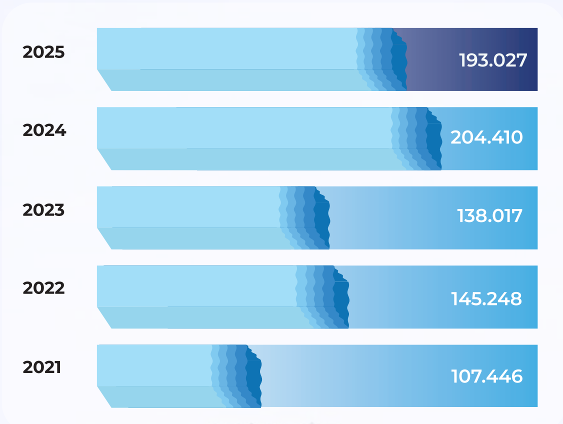
Pendapatan Usaha
Operating Revenues

(dalam juta Rupiah / *in million Rupiah)*



Laba Bersih Tahun Berjalan
Current Year Net Profit

(dalam juta Rupiah / *in million Rupiah)*



Arus Kas
Cash Flow

(dalam juta Rupiah / *in million Rupiah)*

Uraian / *Description*	2021	2022	2023	2024	2025
Kas Bersih Diperoleh dari Aktivitas Operasi / *Cash Flow from Operating Activities*	110.950	236.735	299.353	181.902	213.746
Kas Bersih Digunakan untuk Aktivitas Investasi / *Net Cash Flow Used for Investing Activities*	(169.713)	(113.663)	(129.570)	(243.410)	(117.166)
Kas Bersih Diperoleh dari (Digunakan untuk) Aktivitas Pendanaan / *Net Cash Flow (Used for) Financing Activities*	(7.068)	(7.587)	(5.422)	(3.949)	(22.101)
Kenaikan/(Penurunan) Bersih Kas dan Setara Kas / *Net Increase (Decrease) in Cash and Cash Equivalents*	(65.831)	115.484	164.361	(65.457)	74.479
Kas dan Setara Kas Awal Tahun / *Cash and Cash Equivalents – Opening Balance*	518.162	452.331	567.815	732.176	666.718
Jumlah Kas dan Setara Kas Akhir Tahun / *Cash and Cash Equivalents – Closing Balance*	452.331	567.815	732.176	666.718	741.198

Rasio Keuangan
Financial Ratios

(dalam % / *in %)*

Uraian / *Description*	2021	2022	2023	2024	2025
Imbalan kepada Pemilik Modal (ROE) / *Return on Equity (ROE)*	9,53	12,28	10,19	14,38	12,53
Imbalan Investasi (ROI) / *Return on Investment (ROI)*	13,04	15,23	13,12	13,01	15,51
Laba terhadap Aset (ROA) / *Return on Assets (ROA)*	8,56	10,03	8,41	11,85	10,13
Rasio Kas / *Cash Ratio*	269,22	245,40	291,98	214,55	254,55
Rasio Lancar / *Current Ratio*	445,12	405,87	427,53	294,63	351,61
Rasio Modal Sendiri terhadap Total Aset / *Equity to Total Assets Ratio*	75,82	72,26	73,14	78,62	80,85

IKHTISAR ORGANISASI
Organizational Overview

	2021	2022	2023	2024	2025
Jumlah Karyawan (orang) / *Total Employee*	1046	1049	1042	1026	1001
Penilaian Penerapan GCG / *Assessment of GCG Implementation*	83,60	84,98	86,09	89,29	93,01
Indeks Kematangan Risiko (Skala 5) / *Risk Maturity Index (5-Point Scale)*	4,43	4,40	2,40	2,90	3,20

INFORMASI TENTANG PENDANAAN
Information on Funding

Dalam pengembangan usahanya, seluruh pendanaan di tahun 2025 berasal dari kas internal Perum Jasa Tirta II.

In the course of its business development, all funding in 2025 came from Perum Jasa Tirta II's internal cash reserves.

PENGHARGAAN DAN SERTIFIKASI
Awards and Certifications

Indonesia *Quality Award (BusinessAsia & Forum QHSE - Team)* The Best QHSE Team 2025

Sebagai bukti nyata penerapan standar keselamatan kerja yang unggul, Perum Jasa Tirta II menerima penghargaan sebagai "*The Best Company Concerned* QHSE 2025" dalam ajang *Indonesia Quality Award*. Penghargaan bintang tiga (3) ini diselenggarakan oleh *BusinessAsia* bersama Forum QHSE BUMN, dan ditandatangani oleh Ketua Penyelenggara Jauhari AJM serta Ketua Dewan Juri Ir. Ahmad Sanusi, M.PM. di Jakarta pada tanggal 27 November 2025.

Perum Jasa Tirta II received an award as "The Best Company Concerned QHSE 2025" at the Indonesia Quality Award, this three-star (3) award is concrete evidence of implementing superior work safety standards, organized by BusinessAsia in collaboration with the BUMN QHSE Forum, and signed by the Chairman of the Organizer Jauhari AJM and the Chairman of the Jury Ir. Ahmad Sanusi, M.PM. in Jakarta on 27 November 2025.

Excellence Performance State-Owned Enterprise 2025

Sebagai pengakuan atas tata kelola bisnis yang adaptif dan sehat, Perum Jasa Tirta II menerima *Certificate of Appreciation* dari *The Asian Post* dengan predikat "*Excellence Performance State-Owned Enterprise* 2025". Apresiasi ini diberikan dalam rangkaian Rating 160 BUMN 2025 atas capaian performa operasional dan finansial perusahaan yang solid berbasis data Tahun Buku 2024. Dokumen ini disahkan oleh Karnoto Mohamad selaku *Editor-in-Chief* di Jakarta pada 2 Oktober 2025.

In recognition of adaptive and sound corporate governance, Perum Jasa Tirta II received a Certificate of Appreciation from The Asian Post with the predicate "Excellence Performance State-Owned Enterprise 2025." This appreciation was presented during the Rating 160 BUMN 2025 series for the company's solid operational and financial performance achievements based on the 2024 Fiscal Year data. This document was certified by Karnoto Mohamad as Editor-in-Chief in Jakarta on 2 October 2025.

Certificate ICCS 2025 (Indonesia Corporate Communication & Sustainability Summit)

Atas konsistensi perusahaan dalam program keberlanjutan, Perum Jasa Tirta II meraih predikat Juara 3 untuk kategori "*Community Involvement & Development (CID)* Lingkungan" pada Indonesia *Corporate Communication & Sustainability Summit (ICCS Summit 2025)*. Penghargaan ini diserahkan di Jakarta pada tanggal 1 Oktober 2025, ditandatangani oleh Panitia Pelaksana ICCS *Summit* 2025 sebagai bentuk pengakuan atas kontribusi hijau perusahaan terhadap masyarakat sekitar.

For the company's consistency in sustainability programs, Perum Jasa Tirta II won 3rd Place for the "Community Involvement & Development (CID) Lingkungan" category at the Indonesia Corporate Communication & Sustainability Summit (ICCS Summit 2025). This award was presented in Jakarta on 1 October 2025, signed by the ICCS Summit 2025 Organizing Committee as recognition of the company's green contribution to the surrounding community.

Sertifikat Anugerah UMN 2025 (BUMN Track) Terbaik II Inovasi Bisnis Perusahaan Terbaik BUMN & Anak Perusahaan BUMN Tbk

2025 SOE Award Certificate (BUMN Track) 2nd Best Business Innovation for Best State-Owned Enterprises & Listed SOE Subsidiaries

Melalui komitmen transformasi yang berkelanjutan, Perum Jasa Tirta II dianugerahi penghargaan Terbaik II untuk kategori "Inovasi Bisnis Perusahaan Terbaik BUMN & Anak Perusahaan BUMN Tbk" dalam ajang Anugerah BUMN 2025 ke-14. Bertemakan "Kinerja Unggul untuk Indonesia Berdaya: Inovasi, Kolaborasi, dan Transformasi", sertifikat ini ditandatangani oleh Tanri Abeng selaku Ketua Dewan Juri dan SH Sutarto selaku CEO BUMN Track di Jakarta pada tanggal 20 Maret 2025.

Through a commitment to continuous transformation, Perum Jasa Tirta II was awarded 2nd Best for the category of "Inovasi Bisnis Perusahaan Terbaik BUMN & Anak Perusahaan BUMN Tbk" at the 14th Anugerah BUMN 2025. Themed "Kinerja Unggul untuk Indonesia Berdaya: Inovasi, Kolaborasi, dan Transformasi," this certificate was signed by Tanri Abeng as Chairman of the Jury and SH Sutarto as CEO of BUMN Track in Jakarta on 20 March 2025.

Komisi Informasi Pusat (KIP) Republik Indonesia Kualifikasi INFORMATIF - Monitoring dan Evaluasi Keterbukaan Informasi Publik 2025

Central Information Commission (KIP) of the Republic of Indonesia INFORMATIF Qualification - Monitoring and Evaluation of Public Information Disclosure 2025

Sebagai bentuk kepatuhan penuh terhadap transparansi publik, Perum Jasa Tirta II menerima Piagam Penghargaan dari Komisi Informasi Pusat Republik Indonesia dengan kualifikasi "INFORMATIF" sebagai Badan Publik kategori Badan Usaha Milik Negara. Penghargaan ini diraih dalam Pelaksanaan Monitoring dan Evaluasi Keterbukaan Informasi Publik Tahun 2025, dan ditandatangani langsung oleh Ketua Komisi Informasi Pusat RI di Jakarta pada tanggal 15 Desember 2025.

As a form of compliance with public transparency, Perum Jasa Tirta II received an Award Charter from the Central Information Commission of the Republic of Indonesia with the qualification of "INFORMATIF" as a Public Institution in the State-Owned Enterprise category. This award was achieved during the 2025 Public Information Disclosure Monitoring and Evaluation, and signed directly by the Chairman of the Central Information Commission RI in Jakarta on 15 December 2025.

Indonesia Quality Award (BusinessAsia & Forum QHSE - Team) The Best QHSE Team 2025

Sebagai bukti nyata atas penerapan standar keselamatan kerja yang unggul, Perum Jasa Tirta II menerima penghargaan sebagai "The Best Company Concerned QHSE 2025" dalam ajang Indonesia Quality Award. Penghargaan bintang tiga (3) ini diselenggarakan oleh BusinessAsia bersama Forum QHSE BUMN, dan ditandatangani oleh Ketua Penyelenggara Jauhari AJM serta Ketua Dewan Juri Ir. Ahmad Sanusi, M.PM. di Jakarta pada tanggal 27 November 2025.

Perum Jasa Tirta II received an award as "The Best Company Concerned QHSE 2025" at the Indonesia Quality Award. This three-star (3) award is concrete evidence of implementing superior work safety standards, organized by BusinessAsia in collaboration with the BUMN QHSE Forum, and signed by the Chairman of the Organizer Jauhari AJM and the Chairman of the Jury Ir. Ahmad Sanusi, M.PM. in Jakarta on 27 November 2025.

Certificate of Appreciation (The Asian Post) The Most Profitable State-Owned Enterprise 2025

Sebagai bentuk apresiasi terhadap kinerja keuangan korporasi, Perum Jasa Tirta II menerima *Certificate of Appreciation* dari The Asian Post sebagai "*The Most Profitable State-Owned Enterprise 2025*" dalam ajang Rating 160 BUMN 2025. Penghargaan ini diberikan berdasarkan penilaian performa finansial dan profitabilitas perusahaan yang gemilang untuk Tahun Buku 2024. Sertifikat ini ditandatangani oleh Karnoto Mohamad selaku *Editor-in-Chief The Asian Post* di Jakarta pada tanggal 2 Oktober 2025.

As a form of appreciation for corporate financial performance, Perum Jasa Tirta II received a Certificate of Appreciation from The Asian Post as "The Most Profitable State-Owned Enterprise

Indonesia *Quality Award (BusinessAsia & Forum QHSE - Team)* *The Best Leadership QHSE Team 2025*

Perum Jasa Tirta II menerima penghargaan sebagai "*The Best Leaderhip QHSE 2025*" dalam ajang Indonesia Quality Award. Penghargaan bintang tiga (3) ini diselenggarakan oleh *BusinessAsia bersama Forum* QHSE BUMN, dan ditandatangani oleh Ketua Penyelenggara Jauhari AJM serta Ketua Dewan Juri Ir. Ahmad Sanusi, M.PM. di Jakarta pada tanggal 27 November 2025.

Perum Jasa Tirta II received an award as "The Best Leadership QHSE 2025" at the Indonesia Quality Award. This three-star (3) award is concrete evidence of implementing superior work safety standards, organized by BusinessAsia in collaboration with the BUMN QHSE Forum, and signed by the Chairman of the Organizer Jauhari AJM and the Chairman of the Jury Ir. Ahmad Sanusi, M.PM. in Jakarta on 27 November 2025.

The Most Committed BUMN Pembina UMKM *on All Sector*

Sebagai wujud komitmen nyata dalam pemberdayaan ekonomi masyarakat, Perum Jasa Tirta II berhasil meraih penghargaan UMKM BUMN *Award* 2025 untuk kategori "*The Most Committed BUMN Pembina UMKM on All Sector*". Mengusung tema "BUMN Untuk Indonesia, Membangun UMKM Tangguh", penghargaan berbentuk plakat kristal dengan aksen BUMN *Track* ini menegaskan peran aktif perusahaan dalam membina dan memajukan sektor UMKM secara berkelanjutan.

As a tangible manifestation of its commitment to community economic empowerment, Perum Jasa Tirta II won the UMKM BUMN Award 2025 for "The Most Committed BUMN Pembina UMKM on All Sector" category. Carrying the theme "BUMN Untuk Indonesia, Membangun UMKM Tangguh," this crystal plaque award with a BUMN Track accent confirms the company's active role in fostering and advancing the MSME sector sustainably.

TESTIMONI
Testimonials

Dalam menjalankan usahanya, sejalan dengan upaya menjaga pertumbuhan Perusahaan secara berkelanjutan, keberadaan para pemangku kepentingan serta peningkatan kapasitas dan kemajuan mereka menjadi salah 1 (satu) hal yang terus menjadi fokus kami ke depan. Oleh karenanya, secara periodik dilakukan pertemuan dengan unit-unit kerja terkait dengan *(stakeholders)* terkait.

In conducting its business, in line with efforts to maintain the Company's sustainable growth, the presence of stakeholders as well as the enhancement of their capacity and progress remain one of our continuous focuses moving forward. Therefore, meetings are periodically held with relevant work units involving the respective stakeholders.

Masyarakat

Titin Martini

Kampung Mekarsari RT 13 RW 04, Desa Cibinong, Kabupaten Purwakarta, Pendampingan UMKM, Permodalan dan Pemberian alat penunjang UMKM

Sejak tahun 2016, saya menjadi Mitra Binaan Perum Jasa Tirta II melalui usaha olahan ikan berupa Basreng dan Kulit Patin. Pada awal merintis usaha, pendapatan yang saya peroleh masih sekitar Rp500.000 per bulan. Berbekal informasi yang saya dapatkan dari Kantor Pusat Perum Jasa Tirta II, saya kemudian mengikuti program pendanaan dan pembinaan UMKM yang diselenggarakan oleh perusahaan.

Selama hampir 10 tahun menjadi Mitra Binaan, saya mendapatkan berbagai bimbingan, pendampingan, serta arahan dari Tim Perum Jasa Tirta II dalam mengembangkan usaha. Selain memperoleh dukungan permodalan, saya juga mendapatkan kesempatan untuk meningkatkan kualitas produk, memperluas pemasaran, serta mengikuti berbagai kegiatan pengembangan kapasitas pelaku UMKM.

Berkat dukungan dan pembinaan yang berkelanjutan, usaha yang saya jalankan terus mengalami perkembangan. Hingga tahun 2025, usaha olahan ikan yang saya tekuni telah mengalami kemajuan yang signifikan dengan omzet mencapai sekitar Rp20.000.000 per bulan. Peningkatan

Community

Titin Martini

Kampung Mekarsari RT 13/RW 04, Cibinong Village, Purwakarta Regency — MSME Mentorship, Capitalization, and Supporting Equipment Provision

Since 2016, I have been a Foster Partner (Mitra Binaan) of Perum Jasa Tirta II through my processed fish business, producing Basreng (fried meatballs) and Crispy Pangasius Skin (Kulit Patin). When I first started the business, my monthly income was only around IDR500,000. Equipped with information obtained from the Head Office of Perum Jasa Tirta II, I then participated in the MSME funding and mentorship program organized by the company.

For nearly 10 years as a Foster Partner, I have received various forms of guidance, mentorship, and direction from the Perum Jasa Tirta II Team to develop my business. In addition to financial/capital support, I was also granted opportunities to enhance product quality, expand market reach, and participate in various capacity-building activities for MSME entrepreneurs.

Thanks to this continuous support and sustainable mentorship, my business has grown steadily. By 2025, this processed fish business has achieved significant progress, with a monthly turnover reaching approximately IDR20,000,000. This increase has not only boosted my family's economy but also opened up opportunities ini tidak hanya memberikan manfaat bagi perekonomian keluarga, tetapi juga membuka peluang bagi masyarakat sekitar untuk ikut merasakan manfaat dari berkembangnya usaha tersebut.

Saya berharap semakin banyak pelaku usaha kecil yang dapat memperoleh kesempatan menjadi Mitra Binaan Perum Jasa Tirta II, sehingga semakin banyak masyarakat yang mampu meningkatkan taraf hidup dan mewujudkan kesejahteraan bersama keluarga serta lingkungan sekitar.

PAM Jaya

Akhmad Santika
Direktur Teknik

PAM JAYA menyampaikan penghargaan dan apresiasi kepada Perum Jasa Tirta II atas kinerja dan pelayanan sepanjang tahun 2025 dalam mendukung penyediaan air baku bagi pemenuhan layanan air minum perpipaan DKI Jakarta.

Selama periode tersebut, Perum Jasa Tirta II telah menunjukkan komitmen, profesionalisme dan kompetensi dalam menjalankan tugas pengelolaan sumber daya air serta penyediaan air baku secara berkelanjutan. Pemenuhan standar kualitas yang dipersyaratkan serta kemampuan dalam menjaga kontinuitas layanan telah memberikan kontribusi terhadap kelancaran operasional PAM JAYA dalam melayani kebutuhan air minum perpipaan warga Jakarta.

Kami juga mengapresiasi koordinasi yang efektif, komunikasi yang konstruktif serta respons dari Perum Jasa Tirta II dalam menghadapi berbagai tantangan operasional sepanjang tahun 2025. Sinergi yang terjalin dengan baik telah menjadi fondasi penting dalam menjaga keandalan sistem penyediaan air minum perpipaan dan mendukung peningkatan kualitas layanan bagi pelanggan.

for the surrounding community to benefit from the business's growth.

I hope that more small business owners will have the opportunity to become Foster Partners of Perum Jasa Tirta II, so that more people can improve their standard of living and achieve prosperity for their families and the surrounding environment.

PAM Jaya

Akhmad Santika
Director of Engineering

PAM JAYA extends its appreciation and recognition to Perum Jasa Tirta II for its performance and service throughout 2025 in supporting the raw water supply to fulfill piped drinking water services in DKI Jakarta.

During this period, Perum Jasa Tirta II has demonstrated commitment, professionalism, and competence in executing water resource management duties and providing a sustainable raw water supply. Meeting the required quality standards and maintaining service continuity have contributed to the smooth operations of PAM JAYA in serving the piped drinking water needs of Jakarta's citizens.

We also appreciate the effective coordination,constructive communication, and responsiveness shown by Perum Jasa Tirta II in facing various operational challenges throughout 2025. This well-established synergy has served as an important foundation for maintaining the reliability of the piped drinking water supply system and supporting service quality improvements for customers.

Atas kerja sama dan kinerja yang telah dilakukan, PAM JAYA menilai Perum Jasa Tirta II sebagai mitra strategis yang memiliki komitmen terhadap pelayanan publik, pengelolaan sumber daya air yang berkelanjutan serta pencapaian tujuan bersama dalam memenuhi kebutuhan air minum perpipaan warga Jakarta.

Kami berharap kerja sama yang telah terjalin dengan baik dapat terus diperkuat dan dikembangkan, sehingga mampu memberikan manfaat yang lebih besar bagi masyarakat untuk mendukung terciptanya sistem penyediaan air minum perpipaan yang andal, berkualitas dan berkelanjutan.

PT Cikarang Listrindo Tbk

Ady Dhiromi
Business Development Manager

PT Cikarang Listrindo Tbk memberikan apresiasi yang setinggi-tingginya kepada Perum Jasa Tirta II atas kualitas pelayanan dan kerja sama yang telah diberikan sepanjang tahun 2025 dalam mendukung kebutuhan dan keberlangsungan operasional perusahaan.

Selama tahun 2025, Perum Jasa Tirta II telah menunjukkan kinerja yang profesional, andal, dan konsisten dalam menyediakan layanan pengelolaan serta penyediaan air yang memenuhi kebutuhan operasional kami. Keandalan pasokan, kualitas layanan yang terjaga, serta komitmen dalam memastikan kontinuitas pelayanan telah memberikan dukungan yang sangat penting bagi kelancaran proses operasional pembangkitan tenaga listrik yang dijalankan oleh PT Cikarang Listrindo Tbk.

Kami juga memberikan penghargaan atas kemampuan Perum Jasa Tirta II dalam menjaga komunikasi yang efektif,

For the cooperation and performance delivered, PAM JAYA regards Perum Jasa Tirta II as a strategic partner with a strong commitment to public service, sustainable water resource management, and the achievement of shared goals in meeting the piped drinking water needs of Jakarta's citizens.

We hope that this well-established cooperation can continue to be strengthened and developed, thereby providing greater benefits to the community and supporting the creation of a reliable, high-quality, and sustainable piped drinking water supply system.

PT Cikarang Listrindo Tbk

Ady Dhiromi
Business Development Manager

PT Cikarang Listrindo Tbk extends its highest appreciation to Perum Jasa Tirta II for the quality of service and cooperation provided throughout 2025 in supporting the company's operational needs and sustainability.

Throughout 2025, Perum Jasa Tirta II has demonstrated professional, reliable, and consistent performance in managing and supplying water services that meet our operational requirements. The reliability of supply, well-maintained service quality, and commitment to ensuring continuity of service have provided crucial support for the smooth operations of the power generation processes run by PT Cikarang Listrindo Tbk.

We also commend Perum Jasa Tirta II's capability to maintain effective communication, responsive coordination, and readiness to provide solutions to various operational needs and challenges koordinasi yang responsif, serta kesiapan dalam memberikan solusi terhadap berbagai kebutuhan dan tantangan operasional yang muncul selama periode kerja sama. Pendekatan yang proaktif dan berorientasi pada pelayanan telah mencerminkan komitmen Perum Jasa Tirta II sebagai mitra strategis yang dapat diandalkan.

Kinerja yang ditunjukkan sepanjang tahun 2025 mencerminkan kompetensi yang kuat dalam pengelolaan sumber daya air serta dedikasi yang tinggi dalam memberikan pelayanan terbaik kepada para pelanggan dan pemangku kepentingan. Hal ini menjadi nilai tambah yang signifikan dalam mendukung terciptanya operasional industri yang efisien, berkelanjutan, dan berdaya saing.

PT Cikarang Listrindo TBK berharap sinergi dan kemitraan yang telah terjalin dengan baik dapat terus ditingkatkan pada masa yang akan datang. Kami meyakini bahwa kolaborasi yang erat antara Perum Jasa Tirta II dan para pelaku industri akan memberikan kontribusi positif bagi pengelolaan sumber daya air yang berkelanjutan serta mendukung pertumbuhan ekonomi nasional.

Atas dedikasi, profesionalisme, dan pelayanan yang diberikan selama tahun 2025, kami menyampaikan terima kasih dan penghargaan kepada seluruh jajaran Perum Jasa Tirta II.

that arose during the cooperation period. This proactive and service-oriented approach reflects Perum Jasa Tirta II's commitment as a dependable strategic partner.

The performance demonstrated throughout 2025 reflects strong competence in water resources management and a high dedication to providing the best service to customers and stakeholders. This delivers a significant added value in supporting the creation of efficient, sustainable, and competitive industrial operations.

PT Cikarang Listrindo Tbk hopes that the well-established synergy and partnership can be further enhanced in the future. We believe that close collaboration between Perum Jasa Tirta II and industrial players will contribute positively to sustainable water resources management and support national economic growth.

For the dedication, professionalism, and service provided during 2025, we express our gratitude and appreciation to the entire management and staff of Perum Jasa Tirta II.

KILAS PERISTIWA
2025 Highlights

Januari / *January*

Kunjungan Menteri Pekerjaan Umum
Minister of Public Works Visit to the Company's Operational Areas

5 Januari 2025 / *January*

Jatiluhur
Jatiluhur

Karawang
Karawang

Peresmian Pembangkit Listrik
Inauguration of the Power Plant

21 Januari 2025 / *January*

Tim PJT II Menerima Kunjungan Kerja Tim JAICA Jepang
Perum Jasa Tirta II Team Hosted a Working Visit from

23 Januari 2025 / *January*

Februari / *February*

Peresmian Kantor Unit Wilayah VII
Inauguration of Regional Unit VII Office

4 Februari 2025 / *February*


Kunjungan Kerja Menko Infrastruktur dan Pembangunan Kewilayahan
Working Visit of the Coordinating Minister for Infrastructure

6 Februari 2025 / *February*


Rapat Kerja Komunikasi PJT II dengan Kementerian BUMN
Work Coordination Meeting

12 Februari 2025 / *February*

Maret / *February*

Penandatanganan Perjanjian Kerja Bersama
Signing of the Collective Labor Agreement (PKB)

3 Maret 2025 / *March*


BUMN Track Award
BUMN Track Awards

20 Maret 2025 / *March*

Mudik Bersama BUMN
Implementation of the "Mudik Bersama BUMN" Program

27 Maret 2025 / *March*

April / *April*

Kunjungan DPR-RI Komisi 3
Working Visit by Commission III of the House of Representatives (DPR-RI)

9 April 2025 / *April*

Mei / *May*

Penandatanganan MoU dengan Pemda Bekasi
Signing of an MoU with the Regional

20 Mei 2025 / *May*

Penandatanganan MoU dengan Pemda Purwakarta
Signing of an MoU with the Regional Government of Purwakarta

28 Mei 2025 / *May*

Juni / *June*

Kegiatan Indonesia Water and Wastewater Expo and Forum
Participation in the Indonesia Water and Wastewater Expo and Forum (IWWEF)

11 Juni 2025 / *June*

UMKM BUMN Awards
MSME Awards

15 Juni 2025 / *June*

Juli / *July*

Hari Anak Nasional
National Children's Day Celebration

23 Juli 2025 / *July*

Pembukaan Hari Bakti PJT II
Opening Ceremony of "Hari Bakti" PJT II

30 Juli 2025 / *July*

Agustus / *August*

Jasa Tirta II Sport Week Competition
Jasa Tirta II Sport Week Competition

1-22 Agustus 2025 / *August*

Rapat Kerja Perum Jasa Tirta II
Perum Jasa Tirta II Mid-Year Work Meeting

5 Agustus 2025 / *August*

Bakti Sosial Operasi Katarak
Cataract Surgery Social CSR Program

12 Agustus 2025 / *August*

Pelaksanaan Youth Program
Implementation of the Youth Program

13 Agustus 2025 / *August*

Pelaksanaan Khitanan Massal
Mass Circumcision Social Program

14 Agustus 2025 / *August*

Penanaman Pohon
Tree Planting Initiative

20 Agustus 2025 / *August*

Kegiatan Kerukunan Istri Karyawan
KIK Program Implementation

26 Agustus 2025 / *August*

Tebar Benih Ikan
Fish Seed Release (Fish Stocking)

26 Agustus 2025 / *August*

September / *September*

Pembahasan SPAM dan EBT
Discussions on SPAM and Renewable

4 September 2025 / *September*

Peresmian Kantor Wilayah Serang VI
Inauguration of the Serang Regional VI

16 September 2025 / *September*

MoU PLN Nusantara Power
MoU with PLN Nusantara Power

22 September 2025 / *September*

Peresmian Cafetaria Tirta Raos dan GOR
Inauguration of Tirta Raos Cafeteria and the Company Sports Hall (GOR)

25 September2025 / *September*

Oktober / *October*

Kunjungan Kerja ke Cipanas
Working visit to Cipanas

8 Oktober 2025 / *October*

Peresmian Kantor Unit Wilayah V
Inauguration for the Regional Unit V

9 Oktober 2025 / *October*

Pameran Keterbukaan Informasi Pusat
Participation in the Central Public

14-16 Oktober 2025 / *October*

Penandatangan MoU PJT II dengan Bupati Bekasi
Signing of an MoU between Perum Jasa Tirta II and the Regent of Bekasi

30 Oktober 2025 / *October*

November / *November*

Rapat Koordinasi dengan Gubernur Jawa Barat
Coordination Meeting with the Governor of West Java

13 November 2025 / *November*

Kegiatan Donor Darah Rutin Kantor Pusat
Blood Donation Routine Activity - Head Office

18 November 2025 / *November*

Presentasi Keterbukaan Informasi Publik
Public Information Transparency (KIP)

20 November 2025 / *November*

Pelaksanaan Media Gathering
Media Gathering Event

25 November 2025 / *November*

IQSA Award 2025
IQSA Award 2025

27 November 2025 / *November*


Desember / *December*

MoU dengan Kejari
Signing of an MoU with the District

3 Desember 2025 / *December*


Penelusuran DAS Kali Bekasi
Bekasi River Basin Survey and Mapping (DAS Kali Bekasi)

4 Desember 2025 / *December*

Rapat Koordinasi Gubernur Jawa Barat
Coordination Meeting with Governor of West Java

9 Desember 2025 / *December*


Pelaksanaan Pernikahan Massal
Mass Wedding Social CSR Program

17 Desember 2025 / *December*


Kegiatan Kerukunan Istri Karyawan
KIK Program Implementation

22 Desember 2025 / *December*




02

LAPORAN MANAJEMEN

Management Report

LAPORAN DEWAN PENGAWAS

Report of the Supervisory Board

Peningkatan tata kelola di seluruh lini sangat membantu Perusahaan menjaga perolehan kinerja keuangan maupun aktivitas operasionalnya. Secara keseluruhan, Perusahaan dapat membukukan pendapatan usaha sebesar Rp1,128 triliun atau meningkat 5,74% dibanding tahun sebelumnya.

The enhancement of corporate governance across all lines has significantly helped the Company maintain both its financial performance and operational activities. Overall, the Company successfully recorded an operating revenue of IDR 1.128 trillion, representing a 5.74% increase compared to the previous year

Fatkhurohman Taufik
Anggota Dewan Pengawas
Member of Supervisory Board

Pemilik Modal dan Pemangku Kepentingan yang kami hormati,

Pertama-tama, kami panjatkan puji syukur ke hadirat Tuhan Yang Maha Esa karena atas limpahan rahmat dan karunia-Nya sehingga kita semua mampu melalui berbagai tantangan di tahun 2025 dan dapat mencatatkan pencapaian-pencapaian yang tetap positif.

Perum Jasa Tirta II di sepanjang tahun 2025 telah menjalankan fungsinya untuk mengelola Sumber Daya Air sehingga dapat memenuhi kebutuhan penyediaan air baku untuk air minum, industri, pertanian, pembangkit tenaga listrik, dan lainnya. Atas pencapaian tersebut, perkenankan saya mewakili Dewan Pengawas menyampaikan laporan fungsi pengawasan atas jalannya Perusahaan.

Tinjauan Atas Kondisi Makroekonomi dan Indonesia

Di tahun 2025, kondisi perekonomian dunia masih diwarnai ketidakpastian, di mana Amerika Serikat (AS) menerapkan kebijakan proteksionis serta berlanjutnya ketegangan geopolitik di Eropa dan Timur Tengah. Hal ini berdampak pada melambatnya ekonomi di banyak negara.

Penerapan tarif impor universal sebesar 10% oleh Presiden AS Donald Trump sejak awal April 2025 atas semua barang yang masuk ke AS menyebabkan sejumlah negara besar seperti Kanada, Tiongkok, dan Uni Eropa mengumumkan tarif balasa. Hal ini menyebabkan perang dagang antarnegara makin memanas. Perang dagang dan ketegangan geopolitik tersebut menyebabkan meningkatnya ketidakpastian pasar keuangan global, sehingga berdampak negatif pada keyakinan para pelaku bisnis dan investor di berbagai negara.

Our respected Capital Owners and stakeholders,

First and foremost, let us express our utmost gratitude to God Almighty, for it is by His abundant grace and blessings that we successfully navigated the challenges of 2025, continuing to record positive achievements.

Throughout 2025, Perum Jasa Tirta II effectively executed its function in Water Resources Management (SDA), successfully meeting raw water supply requirements for drinking water, industry, agriculture, power generation, and other sectors. On that note, behalf of the Supervisory Board, allow me to submit the supervisory report on the Company's operations.

Overview of Macroeconomic Conditions and Indonesia

In 2025, the global economy remained uncertain, triggering an economic slowdown across many nations.

The implementation of a 10% universal import tariff by US President Donald Trump since early April 2025 on all goods entering the US prompted major economies, such as Canada, China, and the European Union, to announce retaliatory tariffs, further intensifying the global trade war.

A decline in global trade volume and value further exacerbating the supply chain disruptions triggered by geopolitical tensions since 2024. Consequently, economic growth across several nations slowed or stagnated. For instance, the United States dropped from 2.8% to 2.1% and the ASEAN-5 decreased from 4.6% to 4.4%, while China remained unchanged at 5.0% (source: World Economic Outlook-IMF, Bank Indonesia).

Volume dan nilai perdagangan global menurun, dan ini memperparah dampak gangguan rantai pasokan dunia yang juga diakibatkan ketegangan geopolitik yang terjadi sejak tahun 2024. Pertumbuhan ekonomi beberapa negara juga mengalami perlambatan atau stagnasi. Amerika Serikat misalnya, dari 2,8% menjadi 2,1%; Tiongkok tetap di angka 5,0%; ASEAN-5 dari 4,6% menjadi 4,4% (sumber: *World Economic Outlook-IMF,* Bank Indonesia).

Pertumbuhan ekonomi Indonesia tercatat sebesar 5,03% di tahun 2024 dan menjadi 4,7-5,5% di tahun 2025 (sumber: Badan Pusat Statistik, Bank Indonesia). Kestabilan ekonomi ini dapat terjaga karena adanya koordinasi kebijakan yang kuat dan berhati-hati, khususnya antara kebijakan fiskal Pemerintah dan kebijakan moneter Bank Indonesia yang mampu mendorong permintaan domestik.

Di sisi lapangan usaha, pertumbuhan ekonomi nasional ditopang oleh sektor-sektor padat modal. Sektor-sektor berorientasi ekspor dan sektor hilirisasi sumber daya alam seperti industri pengolahan mencatat pertumbuhan relatif tinggi. Beberapa sektor yang sejalan dengan peningkatan konsumsi masyarakat dan akselerasi digitalisasi, antara lain perdagangan besar dan eceran, akomodasi dan makan minum, serta informasi dan komunikasi, juga mencatatkan pertumbuhan yang semakin tinggi.

Sementara sektor padat karya masih memerlukan dorongan lebih lanjut untuk meningkatkan kontribusinya terhadap perekonomian.

Kondisi perekonomian global dan makroekonomi nasional di tahun 2025 sebagaimana dijabarkan di atas, secara

Indonesia's economic growth was recorded at 5.03% in 2024 and ranged between 4.7% and 5.5% in 2025 (source: Statistics Indonesia/BPS, Bank Indonesia). This economic stability was maintained through strong and prudent policy coordination, particularly between the Government's fiscal policy and Bank Indonesia's monetary policy, which successfully stimulated domestic demand.

On the business sector side, national economic growth was driven by capital-intensive industries. Export-oriented sectors and natural resource downstream industries, such as the manufacturing sector, recorded relatively high growth. Additionally, sectors aligned with rising public consumption and accelerated digitalization, including wholesale and retail trade, accommodation and food services, as well as information and communication also posted increasingly higher growth.

Meanwhile, labor-intensive sectors still require further support to enhance their contribution to the economy.

The global and national macroeconomic conditions in 2025 described above generally had no direct impact on the Company, considering the highly specific nature of Perum Jasa Tirta II's business operations.

In terms of weather conditions, anomalies occurred in 2025, extending from the trends of previous years. According to records from the Meteorology, Climatology, and Geophysical Agency (BMKG), the weather in Indonesia throughout 2025 was dominated by a shorter-than-usual dry season, while the rainy season arrived earlier than expected.

umum tidak berpengaruh langsung kepada Perusahaan, menimbang usaha yang dijalankan Perum Jasa Tirta II sangat spesifik.

Di sisi kondisi cuaca, terjadi anomali di tahun 2025, melanjutkan beberapa tahun sebelumnya. Berdasarkan catatan Badan Meteorologi, Klimatologi, dan Geofisika (BMKG), cuaca di Indonesia di tahun 2025 didominasi oleh musim kemarau yang lebih pendek dari biasanya, sementara musim hujan datang lebih awal.

Menimbang pengelolaan sumber daya air sudah dijalankan puluhan tahun, maka perubahan kondisi cuaca menjadi suatu bagian dari *(business as usual)* yang dijalankan oleh Perusahaan.

Penilaian Terhadap Kinerja Direksi dan Dasar Penilaiannya

Dalam menjalankan fungsi pengawasan, Dewan Pengawas melakukan penilaian terhadap kinerja Direksi dengan mengacu pada realisasi Rencana Kerja dan Anggaran Perusahaan (RKAP) 2025, capaian *Key Performance Indicators* (KPI), serta kepatuhan terhadap prinsip-prinsip tata kelola perusahaan yang baik (GCG), keberlanjutan, dan regulasi yang berlaku.

Dewan Pengawas mencatat bahwa secara kolegial Skor KPI Direksi sebesar 100,42%, melampaui target yang ditetapkan. Hal ini mencerminkan keberlanjutan dari inisiatif yang dilakukan, *di tengah* beberapa tantangan yang ada di tahun 2025 yang harus diselesaikan.

Pendapatan usaha Sumber Daya Air (SDA) di tahun 2025 tercatat sebesar Rp1.023,64 miliar atau 98,80% dari target RKAP. Pencapaian ini mencerminkan efektivitas Direksi dalam menjaga kinerja operasional dan optimalisasi pengusahaan sumber

Given that water resources management has been carried out for decades, changes in weather conditions have become part of the Company's business as usual.

Assessment of the Board of Directors Performance and the Basis of Evaluation

In carrying out its supervisory function, the Supervisory Board evaluates the performance of the Board of Directors by referencing the realization of the 2025 Company Work Plan and Budget (RKAP), Key Performance Indicators (KPI) achievements, as well as compliance with Good Corporate Governance (GCG) principles, sustainability, and prevailing regulations.

The Supervisory Board notes that, collectively, the Board of Directors' KPI score was 100.42%, exceeding the set target. This reflects the sustainability of the initiatives implemented, despite several ongoing challenges in 2025 that require resolution.

Water Resources (SDA) operating revenue in 2025 is recorded at Rp1,023.64 billion, or 98.80% of the RKAP target. This achievement reflects the Board of Directors' effectiveness in maintaining operational performance and optimizing water resource utilization amidst various business challenges. Meanwhile, Non-SDA operating revenue stands at Rp105.14 billion, or 80.25% of the RKAP target.

On the balance sheet, total assets are recorded at Rp2,301.86 billion, or 90.02% of the RKAP target. This demonstrates the Company's capability to maintain a strong asset base to support business sustainability. Total current assets stand at Rp1,023.79 billion, reflecting the Company's ability to maintain liquidity and adequately meet short-term operational needs.

daya air di tengah berbagai tantangan usaha. Sementara pendapatan usaha Non-SDA tercatat Rp105,14 miliar atau 80,25% dari target RKAP.

Di sisi neraca/laporan keuangan, tercatat jumlah aset sebesar Rp2.301,86 miliar atau 90,02% dari target RKAP. Hal ini mencerminkan kemampuan perusahaan dalam mempertahankan basis aset yang kuat untuk mendukung keberlanjutan usaha. Jumlah aset lancar tercatat Rp1.023,79 miliar. Kondisi ini menunjukkan kemampuan perusahaan dalam menjaga likuiditas dan memenuhi kebutuhan operasional jangka pendek secara memadai.

Secara keseluruhan, Dewan Pengawas menilai bahwa kinerja keuangan Perum Jasa Tirta II di tahun 2025 mencerminkan kemampuan Direksi dalam menjalankan strategi bisnis yang adaptif, terukur, dan sejalan dengan arah transformasi perusahaan menuju pertumbuhan yang berkelanjutan. Kestabilan pencapaian ini menjadi modal untuk mewujudkan visi menjadi perusahaan terbaik dalam pengelolaan dan pengusahaan sumber daya air yang berkelanjutan di Indonesia.

Selain itu, Dewan Pengawas juga melakukan penilaian terhadap kinerja Direksi dengan kriteria yang ditetapkan berdasarkan Surat Keputusan Dewan Pengawas Perum Jasa Tirta II Nomor: KEP-06/DP/04/2026 tanggal 15 April 2026 perihal Kebijakan Penilaian Kinerja Dewan Pengawas, Organ Dewan Pengawas dan Direksi Perusahaan Umum (Perum) Jasa Tirta II. Hasil penilaian kinerja Direksi Tahun 2025 menunjukkan bahwa Direksi Perum Jasa Tirta II telah menjalankan fungsi pengelolaan perusahaan secara efektif dengan pencapaian kinerja yang sesuai hingga melampaui target yang

Overall, the Supervisory Board assesses that Perum Jasa Tirta II's financial performance in 2025 demonstrates the Board of Directors' capability to execute a business strategy that is adaptive, measurable, and aligned with the corporate transformation towards sustainable growth. The stability of these achievements serves as a solid foundation to realize the vision of becoming the leading company in sustainable water resources management and utilization in Indonesia.

In addition, the Supervisory Board evaluates the performance of the Board of Directors based on the criteria established under the Decree of the Supervisory Board of Perum Jasa Tirta II Number: KEP-06/DP/04/2026, dated April 15, 2026, concerning the Performance Evaluation Policy for the Supervisory Board, the Organs of the Supervisory Board, and the Board of Directors of Perusahaan Umum (Perum) Jasa Tirta II.

The results of the 2025 performance evaluation indicate that the Board of Directors of Perum Jasa Tirta II has effectively executed its corporate management function. Backed by strong competence, leadership, and high adaptability, the Board has successfully met and exceeded the set targets, thereby supporting the achievement of the Company's sustainable goals.

Procedures and Frequency of Providing Advisory Services to the Board of Directors

The Supervisory Board carries out its supervisory function to ensure the achievement of Corporate KPI targets and the implementation of the General Shareholders' Meeting's directives.

ditetapkan yang didukung kompetensi, kepemimpinan, dan kemampuan adaptasi yang tinggi sehingga mampu mendukung pencapaian tujuan perusahaan yang berkelanjutan.

Tata Cara dan Frekuensi Pemberian Nasihat Kepada Direksi

Fungsi pengawasan dijalankan Dewan Pengawas sebagai bagian dari upaya memastikan pencapaian target KPI Korporasi dan pelaksanaan arahan RUPS. Berbagai mekanisme dipergunakan untuk melakukan pengawasan dan memberikan arahan, baik secara formal melalui Rapat Dewan Pengawas yang meliputi rapat konsultasi dengan seluruh Direksi, rapat dengan Direksi tertentu, rapat internal, serta rapat Komite; maupun secara informal melalui diskusi dan kunjungan kerja. Selain itu, Dewan Pengawas juga memberikan tanggapan dan persetujuan melalui korespondensi tertulis sebagai bagian dari proses tata kelola.

Di tahun 2025, Dewan Pengawas melakukan 15 kali rapat internal, 13 kali rapat gabungan bersama Direksi, dan 7 kunjungan ke Bendungan Marga Tiga di Unit Wilayah VII-Lampung, Unit Pariwisata terkait kemitraan sektor pariwisata, lahan pinjam pakai PODSI dan Bendung Ubrug, program konservasi lahan kritis di Cimeuhmal, Bendung Pelana Pasir Gombong, Bendungan Cipanas di Unit Wilayah V-Sumedang, Bendung Cipamingkis di Unit Wilayah I-Jonggol. Melalui forum-forum ini, Dewan Pengawas memberikan pandangan strategis, membahas kinerja operasional dan keuangan, meninjau proyek strategis, serta mengevaluasi tindak lanjut atas penugasan yang diberikan. Evaluasi terhadap pencapaian RKAP dilakukan secara berkala melalui kajian atas laporan

Various mechanisms are used to conduct oversight and provide guidance, both formally through Supervisory Board Meetings which include consultation meetings with the entire Board of Directors, meetings with specific Directors, internal meetings, and Committee meetings and informally through discussions and working visits. Additionally, the Supervisory Board provides feedback and approvals through written correspondence as part of the governance process.

In 2025, the Supervisory Board held 15 internal meetings, 13 joint meetings with the Board of Directors, and conducts 7 working visits to the Marga Tiga Dam in Regional Unit VII-Lampung, the Tourism Unit regarding tourism sector partnerships, PODSI borrow-to-use land and the Ubrug Weir, the critical land conservation program in Cimeuhmal, the Pelana Pasir Gombong Weir, the Cipanas Dam in Regional Unit V-Sumedang, and the Cipamingkis Weir in Regional Unit I-Jonggol.

Through these forums, the Supervisory Board provides strategic views, discusses operational and financial performance, reviews strategic projects, and evaluates the follow-up on assigned tasks. Evaluation of RKAP achievements is conducted periodically through the review of monthly and quarterly performance reports, which subsequently serve as materials for discussions in joint meetings with the Board of Directors and Company Management.

The activities carried out by the Supervisory Board are intended to ensure that the strategic decisions of the Board of Directors align with the Company's vision and are capable of creating long-term value for both the Capital Owner and all stakeholders.

kinerja bulanan dan triwulanan, yang kemudian menjadi bahan pembahasan dalam rapat bersama dengan Direksi dan Manajemen Perusahaan.

Kegiatan-kegiatan yang dijalankan oleh Dewan Pengawas dimaksudkan untuk memastikan bahwa keputusan strategis Direksi berjalan searah dengan visi Perusahaan dan mampu menciptakan nilai jangka panjang bagi Pemilik Modal maupun seluruh pemangku kepentingan.

Pandangan atas Prospek Usaha yang Disusun oleh Direksi

Dewan Pengawas menilai bahwa pengelolaan sumber daya air akan selalu menjadi tantangan bagi Perusahaan, menimbang pengadaan air baku yang terus meningkat kebutuhannya. Sebagai BUMN pelaksana tugas pengelolaan SDA, perusahaan agar menjamin kontinuitas ketersediaan air untuk kebutuhan irigasi pertanian dalam rangka mendukung ketahanan pangan serta selalu menjaga kualitas air pada wilayah yang dikelola. Hal tersebut sejalan dengan prioritas pembangunan nasional yang menempatkan ketahanan air sebagai salah satu faktor pendukung ketahanan pangan, ketahanan energi, dan pertumbuhan ekonomi yang berkelanjutan. Selain itu, upaya mengoptimalkan aset yang dimiliki dengan mengelola menjadi sumber pendapatan lainnya sangat diapresiasi demi mendukung pertumbuhan secara berkelanjutan.

Kami menilai bahwa Perum Jasa Tirta II terus melanjutkan upaya-upaya mewujudkan menjadi perusahaan terbaik dalam pengelolaan dan pengusahaan sumber daya air yang berkelanjutan di Indonesia. Beberapa hal yang telah dicapai di tahun 2025 di antaranya merealisasikan

Business Outlook Prepared by the Board of Directors

The Supervisory Board assesses that water resources management will always present a challenge for the Company, considering the continuously increasing demand for raw water supply. As a state-owned enterprise (BUMN) tasked with water resources management, the Company must ensure the continuity of water availability for agricultural irrigation to support food security while consistently maintaining water quality within its managed areas. This aligns with national development priorities that position water security as a supporting factor for food security, energy security, and sustainable economic growth. Furthermore, efforts to optimize existing assets by transforming them into alternative revenue streams are highly appreciated to support sustainable growth.

We assess that Perum Jasa Tirta II continuously pursues efforts to realize its vision of becoming the leading company in sustainable water resources management and utilization in Indonesia. Key achievements recorded in 2025 include delivering water supply for agricultural irrigation to support food security, building a resilient risk management foundation with practices aligned with industry standards, and recording a net profit for the year that exceeded the RKAP target by 133.92%.

The Supervisory Board notes that the continuity of the strategies implemented by the Board of Directors is ensured through good corporate governance, measured risk mitigation, and the strengthening of the organization's capabilities to support the established targets.

pasokan air untuk irigasi pertanian dalam rangka mendukung ketahanan pangan, membangun fondasi manajemen risiko yang cukup kuat dengan praktik yang sejalan dengan standar industri, dan mencatatkan laba tahun berjalan 133,92% dari target RKAP.

Dewan Pengawas mencatat bahwa kesinambungan strategi yang dijalankan oleh Direksi dilakukan dengan memastikan tata kelola yang baik, mitigasi risiko yang terukur, serta penguatan kapabilitas organisasi untuk mendukung target-target yang ditetapkan.

Pandangan atas Implementasi Tata Kelola Perusahaan

Dewan Pengawas menilai bahwa PJT II terus menerapkan tata kelola perusahaan yang baik *Good Corporate Governance* (GCG) secara berkelanjutan. Hasil penilaian atas penerapan GCG mengalami peningkatan dari tahun ke tahun, di mana penilaian terhadap penerapan tata kelola perusahaan yang baik dilakukan sejak tahun 2009. Direksi menjalankan GCG sebagai landasan strategis dalam membangun kepercayaan pemangku kepentingan, serta mendorong penciptaan nilai dan keberlanjutan usaha.

Penerapan pilar-pilar tata kelola seperti etika perilaku, akuntabilitas, transparansi, dan keberlanjutan terus diperkuat. Dewan Pengawas mengapresiasi inisiatif Direksi dalam membangun sistem integritas dan budaya kepatuhan melalui penerapan standar etika, sistem manajemen anti penyuapan, pengendalian gratifikasi, dan kepatuhan terhadap pelaporan-pelaporan termasuk LHKPN.

Dewan Pengawas mencatat bahwa penilaian atas penerapan GCG telah dilakukan dengan metodologi yang

Assessment of Corporate Governance Implementation

The Supervisory Board assesses that PJT II continuously implements good corporate governance (GCG) in a sustainable manner. The evaluation results of GCG implementation show year-on-year improvements, with evaluations on good corporate governance practices being conducted since 2009. The Board of Directors implements GCG as a strategic foundation for building stakeholder trust and promoting value creation and business sustainability.

The implementation of governance pillars such as ethical conduct, accountability, transparency, and sustainability is continuously strengthened. The Supervisory Board appreciates the Board of Directors' initiatives in building an integrity system and a culture of compliance through the implementation of ethical standards, anti-bribery management systems, gratification control, and compliance with reporting requirements, including LHKPN.

The Supervisory Board notes that the assessment of GCG implementation is conducted using a comprehensive methodology, which includes the commitment to governance implementation, the Capital Owner, the Supervisory Board, and the Board of Directors, as well as aspects of information disclosure and transparency. Furthermore, the external recognition achieved by PJT II in various award events reflects a credible and consistent implementation of governance. We encourage the Board of Directors to continuously strengthen the quality of GCG implementation across all levels of the organization as the primary foundation to support sustainable business development komprehensif, mencakup diantaranya komitmen penerapan tata kelola, Pemilik Modal, Dewan Pengawas dan Direksi serta aspek pengungkapan informasi dan transparansi. Selain itu, pengakuan eksternal yang diraih PJT II dalam berbagai ajang penghargaan mencerminkan implementasi tata kelola yang kredibel dan konsisten. Kami mendorong agar Direksi terus memperkuat kualitas penerapan GCG di seluruh tingkatan organisasi sebagai pondasi utama dalam mendukung pengembangan bisnis secara berkelanjutan.

Pandangan atas Penerapan Kebijakan *Whistleblowing System*

Dewan Pengawas menilai bahwa penerapan *whistleblowing system* (WBS) merupakan bagian penting dari sistem pengendalian internal di Perum PJT II untuk mencegah berbagai bentuk penyimpangan seperti korupsi, suap, gratifikasi, pencurian, dan pelanggaran hukum lainnya. Mekanisme ini juga menjadi bentuk perlindungan terhadap hak-hak stakeholder dalam menjalin hubungan yang transparan dan akuntabel dengan Perusahaan. Oleh karena itu, Dewan Pengawas mendukung penuh implementasi WBS dan menekankan pentingnya setiap laporan yang masuk untuk ditindaklanjuti secara serius, termasuk pemberian sanksi yang tegas kepada pelanggarnya sebagai upaya pencegahan.

Dewan Pengawas menilai bahwa pengelolaan WBS telah berjalan dengan baik dan sesuai ketentuan yang berlaku. Tim Penanganan Pengaduan telah melaksanakan tugasnya secara profesional dalam melakukan verifikasi dan menindaklanjuti laporan pelanggaran hingga tuntas. Pada tahun 2025, tidak

Views on the Implementation of Whistleblowing System (WBS) Policy

The Supervisory Board believes that the implementation of the whistleblowing system (WBS) is an important part of Perum PJT II's internal control system to prevent various forms of misconduct, such as corruption, bribery, gratuities, theft, and other legal violations. This mechanism also serves as a form of protection for stakeholder rights in establishing transparent and accountable relationships with the Company. Therefore, the Supervisory Board fully supports the implementation of the WBS and emphasizes the importance of seriously following up on every received report, including the imposition of strict sanctions against violators as a preventive measure.

The Supervisory Board assesses that the management of the WBS has been conducted properly and in accordance with applicable regulations. The Whistleblowing Handling Team executes its duties professionally in verifying and following up on reports of violations until they are fully resolved. In 2025, no complaints were received through the WBS. This condition demonstrates a well-maintained culture of compliance and integrity within the company environment, while still taking into account the importance of strengthening socialization and the effectiveness of the WBS as a trusted and accessible means for reporting violations.

terdapat pengaduan yang masuk melalui WBS. Kondisi ini menunjukkan terjaganya budaya kepatuhan dan integritas di lingkungan perusahaan, dengan tetap memperhatikan pentingnya penguatan sosialisasi dan efektivitas WBS sebagai sarana pelaporan pelanggaran yang terpercaya dan mudah diakses.

Penilaian Kinerja atas Organ Pendukung Dewan Pengawas

Dalam mendukung pelaksanaan fungsi pengawasan dan pemberian nasihat secara efektif, Dewan Pengawas dibantu oleh Komite Audit, Komite Remunerasi dan Nominasi, Komite Pemantau Risiko, serta Sekretaris Dewan Pengawas. Penilaian terhadap efektivitas kinerja organ pendukung ini dilakukan secara periodik.

Setiap Komite menjalankan fungsinya berdasarkan Piagam Komite (*Committee Charter*) dan Program Kerja tahunan yang telah ditetapkan. Penelaahan terhadap Piagam dilakukan secara berkala, untuk menyesuaikan dengan ketentuan perundang-undangan dan kebijakan korporasi terkini, serta memastikan relevansi dan efektivitas dalam pelaksanaan tugas masing-masing komite.

Dewan Pengawas menilai bahwa selama tahun 2025, seluruh Komite telah menjalankan peran dan tanggung jawabnya secara optimal sesuai dengan mandat yang diberikan. Komite memberikan telaah, kajian, serta rekomendasi yang konstruktif kepada Dewan Pengawas dalam pengambilan keputusan strategis. Baik yang berkaitan dengan aspek pengendalian internal, manajemen risiko, kebijakan investasi, hingga sistem remunerasi dan

Performance Assessment of the Supporting Organs of the Supervisory Board

To support the effective performance of its oversight and advisory functions, the Supervisory Board is assisted by the Audit Committee, the Remuneration and Nominating Committee, the Risk Monitoring Committee, and the Secretary of the Supervisory Board. The performance assessment of these supporting organs is conducted periodically.

Each Committee executes its functions based on the Committee Charter and the established annual Work Program. Reviews of the Charter are conducted periodically to adapt to the latest legal provisions and corporate policies, as well as to ensure relevance and effectiveness in the execution of each committee's operations.

The Supervisory Board assesses that throughout 2025, all committees have fulfilled their roles and responsibilities optimally in accordance with their respective mandates. The Committees provide constructive reviews, studies, and recommendations to the Supervisory Board for strategic decision-making, spanning aspects from internal control, risk management, and investment policies, to remuneration systems and leadership development.

The Committees actively contribute by being involved in various coordination meetings, policy evaluations, and field visits alongside the Supervisory Board. The Supervisory Board assesses that the performance of the committees delivers added value to the oversight process and strategic decision-making

pengembangan kepemimpinan.
Komite berkontribusi aktif, mereka terlibat dalam berbagai rapat koordinasi, evaluasi kebijakan, dan kunjungan lapangan bersama Dewan Pengawas. Dewan Pengawas menilai, kinerja komite-komite telah memberikan nilai tambah dalam proses pengawasan dan pengambilan keputusan strategis korporasi.

Dewan Pengawas secara berkala melakukan penilaian kinerja terhadap seluruh anggota Komite, mencakup aspek pelaksanaan tugas, kontribusi, dan pelaporan. Hal ini untuk memastikan dan mendorong efektivitas pelaksanaan tugas Komite. Ke depan, Dewan Pengawas akan terus mendorong peningkatan kapabilitas dan efektivitas kerja komite-komite, agar senantiasa adaptif terhadap dinamika industri dan perkembangan regulasi, serta mampu memberikan dukungan strategis dalam menjaga keberlangsungan bisnis dan penguatan tata kelola perusahaan.

Komposisi Dewan Pengawas

Pada Tahun 2025 telah terjadi perubahan komposisi Dewan Pengawas Perusahaan. Sampai dengan tanggal 31 Desember 2025, Dewan Pengawas Perusahaan terdiri dari Sdr. Fatkhurohman Taufik yang menjabat sebagai Anggota Dewan Pengawas Independen.

Sehubungan dengan perubahan komposisi tersebut, Dewan Pengawas menyampaikan apresiasi, terima kasih, dan penghargaan yang setinggi-tingginya kepada Sdr. Kelik Wirawan Wahyu Widodo, Sdri. Nuning Sri Rejeki Wulandari, dan Sdr. Romy Marcandi atas pengabdian, kontribusi, serta dedikasi yang telah diberikan selama menjalankan tugas dan tanggung jawab sebagai anggota

The Supervisory Board periodically conducts performance evaluations of all committee members, covering aspects such as task execution, contributions, and reporting. This is to ensure the effectiveness of the Committees' task implementation. Moving forward, the Supervisory Board continuously promotes the enhancement of the committees' capability and work effectiveness to remain adaptive to industry dynamics and regulatory developments, while providing strategic support in maintaining business sustainability and strengthening corporate governance.

Composition of the Supervisory Board

In 2025, a change occurs in the composition of the Company's Supervisory Board. As of December 31, 2025, the Company's Supervisory Board consists of Mr. Fatkhurohman Taufik, who serves as an Independent Member of the Supervisory Board.

With the change in composition, the Supervisory Board expresses its highest appreciation, gratitude, and recognition to Mr. Kelik Wirawan Wahyu Widodo, Ms. Nuning Sri Rejeki Wulandari, and Mr. Romy Marcandi for their service, contribution, and dedication provided during the execution of their duties and responsibilities as members of the Company's Supervisory Board. The insights, directives, and support they provided are assessed to have delivered positive contributions toward strengthening the Company's governance, oversight, and performance achievements

Dewan Pengawas Perusahaan. Berbagai pemikiran, arahan, dan dukungan yang telah diberikan dinilai telah memberikan kontribusi positif bagi penguatan tata kelola, pengawasan, dan pencapaian kinerja Perusahaan.

Apresiasi

Atas nama Dewan Pengawas, kami menyampaikan terima kasih dan penghargaan setinggi-tingginya kepada Pemilik Modal, Direksi, Pimpinan Senior, serta seluruh insan Perum Jasa Tirta II kerja keras, dedikasi, dan kontribusi yang telah diberikan dalam mendukung kelangsungan pertumbuhan usaha Perusahaan di tahun 2025. Kami juga menyampaikan apresiasi khusus kepada Pemilik Modal atas kepercayaan dan dukungan yang terus-menerus diberikan terhadap masa depan PJT II, serta kepada seluruh mitra dan pemangku kepentingan yang telah berperan aktif dalam mendukung kinerja dan pencapaian Perusahaan.

Kami harapkan, seluruh insan Perusahaan terus melakukan perbaikan berkelanjutan, meningkatkan kompetensi, serta mengoptimalkan berbagai peluang dan menjawab tantangan yang ada.

Appreciation

On behalf of the Supervisory Board, we would like to express our appreciation to the Shareholders, the Board of Directors, Senior Management, and all employees of Perum Jasa Tirta II for their hard work, dedication, and contributions in supporting the Company's continued business growth in 2025.

Our gratitude also goes to the Capital Owner for the continuous trust and support given toward the future of PJT II, as well as to all partners and stakeholders who actively play a role in supporting the Company's performance and achievements

We hope that everyone in the Company will continue to pursue continuous improvement, enhance their competencies, optimize various opportunities, and rise to the challenges at hand.

Purwakarta, 24 Juni 2026/ *Purwakarta, June 24 2026*

Atas nama Dewan Pengawas
On behalf of the Supervisory Board

Fatkhurohman Taufik
Anggota Dewan Pengawas
Member of the Supervisory Board

LAPORAN DIREKSI

Board of Directors Report

Perum Jasa Tirta II membukukan pendapatan usaha sebesar Rp1,128 triliun, tumbuh 5,74% dibandingkan tahun 2024 sebesar Rp1,067 triliun. Capaian ini mencerminkan ketangguhan Perusahaan dalam mengelola pertumbuhan berkelanjutan melalui berbagai inisiatif ditengah kondisi global dan nasional yang dinamis.

Perum Jasa Tirta II records an operating revenue of Rp1.128 trillion, growing by 5.74% compared to 2024 at Rp1.067 trillion. This achievement reflects the Company's resilience in managing sustainable growth through various initiatives amid dynamic global and national conditions.

Imam Santoso

Direktur Utama

President Director

Pemegang Saham dan Pemangku Kepentingan yang terhormat,

Puji syukur ke hadirat Tuhan Yang Maha Esa, atas limpahan rahmat dan karunia-Nya sehingga kita senantiasa diberikan kesehatan, kekuatan, serta kesempatan untuk mendedikasikan tenaga dan pemikiran dalam memajukan Perusahaan secara berkelanjutan.

Mewakili Direksi dan seluruh insan Perum Jasa Tirta II, izinkan saya menyampaikan laporan kinerja Perusahaan untuk tahun buku 2025. Pencapaian pada aspek operasional dan bisnis di tahun 2025 memberikan gambaran tentang upaya Perusahaan dalam meningkatkan kinerja dan memberikan nilai tambah bagi pemegang saham dan seluruh pemangku kepentingan.

Mengusung tema "Mengembangkan Budaya Keberlanjutan, Mendukung Kemajuan Bisnis Perusahaan Bersama Lingkungan" kami melaporkan di tahun 2025 Perusahaan terus mengembangkan aspek-aspek governansi demi mendukung kinerja pertumbuhan yang sehat ke depannya. Komitmen kami dalam mengelola keberlanjutan, menjadi budaya yang terus dijalankan Perum Jasa Tirta II di segala lini dan dalam kegiatan operasional, maupun aktivitas pengembangan yang ada dalam ekosistem Perusahaan.

Sekilas Kondisi Makroekonomi dan Indonesia

Kondisi perekonomian dunia di tahun 2025 masih diwarnai dengan ketidakpastian. Amerika Serikat (AS) menerapkan kebijakan proteksionis serta berlanjutnya ketegangan geopolitik di Eropa dan Timur Tengah. Kondisi ini memberi dampak pada melambatnya ekonomi di banyak negara.

Honored Shareholders and Stakeholders,

Praise be to God Almighty, for His abundant grace and blessings, which grants us the health, strength, and opportunity to dedicate our energy and insights toward driving the Company's sustainable advancement.

On behalf of the Board of Directors and all employees of Perum Jasa Tirta II, allow me to present the Company's performance report for the 2025 financial year. The achievements in operational and business aspects throughout 2025 reflect the Company's continuous efforts to enhance performance and deliver added value to the shareholders and all stakeholders.

The 2025 Annual Report of Perum Jasa Tirta II carries the theme "Cultivating a Culture of Sustainability, Supporting Corporate Business Advancement Together with the Environment," which manifests the Company's continuous development of governance aspects to support healthy growth performance moving forward. Our commitment to managing sustainability serves as a culture consistently practiced across all fronts of Perum Jasa Tirta II, embedding itself within both operational activities and development initiatives across the Company's ecosystem

An Overview of Macroeconomic Conditions and Indonesia

The global economic outlook for 2025 remains uncertain, as the United States (US) is implementing protectionist policies, and geopolitical tensions in Europe and the Middle East continue. These conditions are contributing to an economic slowdown in many countries.

Sejak awal April 2025, Presiden AS terpilih Donald Trump menerapkan tarif impor universal sebesar 10% atas semua barang masuk ke AS. Hal ini menyebabkan sejumlah negara seperti Kanada, Tiongkok, dan Uni Eropa mengumumkan tarif balasan. Pada akhirnya, perang dagang antar negara semakin memanas. Perang dagang dan ketegangan geopolitik di Eropa maupun Timur Tengah tersebut menjadi penyebab meningkatnya ketidakpastian pasar keuangan global. Karenanya, berdampak negatif pada keyakinan para pelaku bisnis dan investor di berbagai negara.

Turunnya volume dan nilai perdagangan global memperparah dampak gangguan rantai pasokan dunia. Akibatnya, beberapa negara mengalami perlambatan pertumbuhan ekonomi bahkan ada yang stagnan. Berdasarkan data World *Economic Outlook-IMF* dan Bank Indonesia, Amerika Serikat mengalami penurunan pertumbuhan dari 2,8% menjadi 2,1%, ASEAN 5 dari 4,6% menjadi 4,4%, sementara Tiongkok bertahan di angka 5,0%.

Indonesia tercatat pertumbuhan ekonominya sebesar 5,03% di tahun 2024 menjadi 4,7 – 5,5% di tahun 2025, menurut Badan Pusat Statistik dan Bank Indonesia. Perekonomian Indonesia dapat tumbuh dengan stabil karena adanya koordinasi yang kuat dan hati-hati antara Pemerintah untuk menjaga kebijakan fiskal dan Bank Indonesia untuk menjaga kebijakan moneter, sehingga mampu mendorong permintaan domestik.

Di dalam negeri, pertumbuhan ekonomi Indonesia didukung oleh sektor lapangan usaha padat modal. Sektor-sektor yang berorientasi ekspor serta sektor hilirisasi sumber daya alam seperti industri pengolahan mencatat pertumbuhan yang

The decline in global trade volume and value further exacerbates the impact of disruptions in the global supply chain, consequently driving several nations into economic slowdowns or even stagnation. According to data from the IMF's World Economic Outlook and Bank Indonesia, the United States experiences a growth deceleration from 2.8% to 2.1%, and the ASEAN-5 economies ease from 4.6% to 4.4%, while China maintains its position at 5.0%.

Indonesia's economic growth of 5.03% in 2024, which moves into a range of 4.7% to 5.5% in 2025, according to Statistics Indonesia (BPS) and Bank Indonesia. Indonesia's economy is expected to grow steadily due to strong and prudent coordination between the government, which is responsible for fiscal policy, and Bank Indonesia, which is responsible for monetary policy, thereby stimulating domestic demand.

On the business sector side, national economic growth is driven by capital-intensive industries. Export-oriented sectors and natural resource downstream industries, such as the manufacturing sector, register relatively high growth. Additionally, sectors aligned with rising public consumption and accelerated digitalization, including wholesale and retail trade, accommodation and food services, as well as information and communication, also post increasingly higher growth.

Meanwhile, labor-intensive sectors still require further support to enhance their contribution to the economy.

We are grateful that the volatility of the global economy and national economic growth have not had a direct impact on the Company. The continued relatif tinggi selama periode dimaksud. Pertumbuhan yang semakin tinggi juga dialami sektor-sektor yang sejalan dengan peningkatan konsumsi masyarakat dan akselerasi digitalisasi. Antara lain, perdagangan besar dan eceran, akomodasi dan makan minum, serta informasi dan komunikasi.

Di sisi lain, sektor padat karya masih memerlukan dorongan lebih lanjut untuk meningkatkan kontribusinya terhadap perekonomian nasional.

Kami bersyukur, volatilitas perekonomian dunia dan pertumbuhan ekonomi nasional, tidak berpengaruh langsung kepada Perusahaan. Kondisi cuaca yang masih anomali di tahun 2025, sebagai kelanjutan dari kondisi beberapa tahun terakhir, juga dapat dikelola dengan baik oleh Perusahaan.

Analisis Atas Pencapaian Kinerja 2025

Di tahun 2025, di tengah perekonomian global yang bergerak dinamis dan tantangan yang ada, Perum Jasa Tirta II terus berupaya menjaga perannya dalam mengelola sumber daya air (SDA) demi memenuhi kebutuhan berbagai pelanggan dan industri. Selain itu, pengelolaan non-SDA juga terus dikembangkan, termasuk memperkuat kapabilitas SDM dan meningkatkan fungsi teknologi informasi dalam proses digitalisasi secara menyeluruh. Hal ini kami lakukan demi mewujudkan cita-cita menjadi pelopor dalam pengelolaan dari pengusahaan sumber daya air di Asia Tenggara pada tahun 2030.

Di tengah tantangan biaya jasa pengelolaan sumber daya air, Perusahaan tetap dapat mencatatkan pertumbuhan pendapatan usaha sebesar 5,74% dari Rp1,067 triliun

abnormal weather conditions in 2025, a continuation of the trends seen in recent years, have also been effectively managed by the Company.

Analysis of 2025 Performance Achievements

In 2025, amid a dynamic global economy and existing challenges, Perum Jasa Tirta II continuously strives to maintain its role in water resources management to fulfill the needs of various customers and industries. Furthermore, non-water resources management is steadily developed, which includes strengthening human resource capabilities and enhancing the role of information technology in the comprehensive digitalization process.. These initiatives are undertaken to realize our vision of becoming a pioneer in water resources management and commercialization in Southeast Asia by 2030.

Amid challenges related to water resource management service costs, the Company was still able to record a 5.74% increase in operating revenue, from Rp1.067 trillion in 2024 to Rp1.128 trillion in 2025. This reflects the Company's resilience and capacity to sustain growth, in line with its efforts to manage its business sustainably.

A key milestone in the Company's sustainability journey is the successful development of the Drinking Water Supply System (SPAM) and New and Renewable Energy (EBT) into pillars of sustainable business.

di tahun 2024 menjadi Rp1,128 triliun di tahun 2025. Hal ini mencerminkan ketangguhan dan kapasitas Perusahaan dalam mempertahankan pertumbuhan, sejalan dengan upaya mengelola usaha secara berkelanjutan. Salah satu tonggak penting dalam perjalanan keberlanjutan Perusahaan adalah keberhasilan pengembangan Sistem Penyediaan Air Minum (SPAM) dan Energi Baru Terbarukan (EBT) menjadi pilar bisnis berkelanjutan.

Strategi dan Kebijakan Perusahaan

Dalam menghadapi tantangan pengelolaan usaha yang dinamis, Perusahaan telah menetapkan arah pengembangan dan inisiatif yang akan diambil dengan mengoptimalkan kompetensi inti dan inovasi berkelanjutan. Sebagai Perusahaan yang mendapat amanat melakukan pengelolaan sumber daya air, kami terus berupaya menyelaraskan strategi usaha dengan pemenuhan amanat dimaksud. Strategi tersebut diwujudkan melalui pencapaian misi Perusahaan sebagai berikut: (1) optimalisasi pengusahaan sumber daya air dengan cara yang efisien, efektif, inovatif dan berkelanjutan dengan tujuan menjaga kelestarian dan pengelolaan sumber daya air dan turunannya; (2) peningkatan kapasitas dan kapabilitas SDM dalam mengoptimalkan pengelolaan dan pengusahaan SDA; (3) digitalisasi sistem dan teknologi untuk mendukung proses dan operasional pengelolaan dan pengusahaan SDA; (4) penguatan posisi dan peran Perusahaan sebagai BUMN pengelolaan dan pengusahaan SDA.

Dalam mengimplementasikan strategi yang dirancang, Perum Jasa Tirta II telah menetapkan 2 (dua) sasaran strategis yaitu Penugasan Pemerintah dan Pengusahaan

Corporate Strategy and Policy

In navigating dynamic business management challenges, the Company defines strategic directions and initiatives to be undertaken by optimizing core competencies and continuous innovation. As a company entrusted with the management of water resources, we continually strive to align our business strategies with the fulfillment of this mandate.

These strategies are realized through the achievement of the Company's mission as follows: (1) optimizing water resources commercialization in an efficient, effective, innovative, and sustainable manner to safeguard the preservation and management of water resources and their derivatives; (2) enhancing human resource capacity and capabilities to optimize water resources management and commercialization; (3) digitalizing systems and technology to support the processes and operations of water resources management and commercialization; (4) strengthening the Company's position and role as a state-owned enterprise (BUMN) responsible for the management and utilization of water resources.

In implementing the strategies, Perum Jasa Tirta II establishes 2 (two) strategic objectives: Government Assignment and Water Resources Commercialization. Reflecting the Company's primary focus over the medium to long term, these strategic objectives serve as the foundation for designing and executing strategic initiatives to ensure alignment with PJT II's business activities. We hope this will strengthen business resilience and lay a solid foundation for sustainable growth.

SDA yang mencerminkan fokus utama Perusahaan dalam jangka menengah hingga panjang. Sasaran strategis ini menjadi dasar dalam merancang dan menjalankan inisiatif strategis agar selaras dengan kegiatan usaha PJT II. Hal ini kami harapkan dapat memperkuat ketahanan bisnis dan menyiapkan fondasi yang kokoh untuk pertumbuhan berkelanjutan.

Proses yang Dilakukan Direksi untuk Memastikan Implementasi Strategi

Demi memastikan implementasi strategi berjalan efektif, kami menyusun tahapan yang sistematis dan berkelanjutan. Berawal dari penyusunan arah strategis dalam Rencana Jangka Panjang Perusahaan (RJPP) dan Rencana Kerja dan Anggaran Perusahaan (RKAP), kemudian diterjemahkan ke dalam program kerja dan *Key Performance Indicator* (KPI) di setiap unit dan anak perusahaan. Strategi tersebut disosialisasikan di seluruh level organisasi agar dapat dipahami, diinternalisasi, dan dijalankan bersama. Direksi juga memastikan pengembangan dan kesiapan sumber daya manusia dan mendorong inovasi sebagai bagian dari penyesuaian terhadap dinamika bisnis dan pemanfaatan teknologi informasi, serta memastikan bahwa strategi Perusahaan sejalan dengan komitmen terhadap keberlanjutan.

Berikutnya, Direksi melakukan monitoring dan evaluasi secara berkala melalui forum Rapat Komite Audit, Komite Pemantau Risiko, Rapat Gabungan dan lainnya, serta laporan kinerja atas aspek keuangan, operasional, dan proyek strategis. Melalui mekanisme ini, Direksi dapat mengidentifikasi potensi deviasi, hambatan, maupun risiko yang timbul, sehingga dapat memberikan arahan atau keputusan strategis secara tepat

Board of Directors' Mechanisms in Ensuring Strategy Implementation

To ensure effective strategy implementation, we establish systematic and continuous stages. This process begins with the formulation of strategic directions in the Corporate Long-Term Plan (RJPP) and the Corporate's Work Plan and Budget (RKAP), which are then translated into work programs and Key Performance Indicators (KPIs) for each unit and subsidiary.

The strategy is communicated throughout all levels of the organization so that it can be understood, internalized, and implemented collectively. Furthermore, the Board of Directors ensures human resource development and readiness, fosters innovation to adapt to business dynamics and leverage information technology, and guarantees that corporate strategies align with our commitment to sustainability.

Subsequently, the Board of Directors conducts regular monitoring and evaluation through forums such as the Audit Committee, Risk Monitoring Committee, and Joint Meetings, among others, alongside performance reports covering financial, operational, and strategic project aspects.

Through this mechanism, the Board of Directors can identify potential deviations, obstacles, or risks that arise, thereby enabling timely strategic directives or decisions. In project development and investment, the Board emphasizes the importance of accurate planning, execution timeliness, and the use of feasibility study results as the basis for decision-making. Based on this approach, we ensure that every Company strategy waktu. Dalam pengembangan proyek dan investasi, Direksi menekankan pentingnya akurasi perencanaan, ketepatan waktu pelaksanaan, serta penggunaan hasil studi kelayakan sebagai dasar pengambilan keputusan. Berdasarkan pendekatan ini, kami memastikan bahwa setiap strategi Perusahaan dieksekusi secara terarah, adaptif, dan mampu menciptakan nilai tambah berkelanjutan bagi seluruh pemangku kepentingan.

Peranan Direksi dalam Perumusan Strategi dan Kebijakan Strategis

Direksi memiliki peran penting dalam merumuskan strategi dan kebijakan strategis guna memastikan arah pengembangan Perusahaan sejalan dengan visi, misi, serta lingkungan usaha yang dinamis. Strategi dan kebijakan tersebut dituangkan dalam dokumen Rencana Jangka Panjang Perusahaan (RJPP) dan Rencana Kerja dan Anggaran Perusahaan (RKAP), yang menjadi acuan utama dalam pelaksanaan kegiatan operasional dan pengembangan usaha. Kami memastikan bahwa strategi yang ditetapkan bersifat responsif terhadap tantangan eksternal dan juga proaktif dalam mendorong transformasi internal.

Seluruh kebijakan dan strategi yang dirumuskan ditujukan untuk memperkuat kinerja operasional, khususnya dalam menjaga keandalan dan efisiensi pengelolaan sumber daya air, serta meningkatkan sumber pertumbuhan melalui inisiatif berinvestasi secara lebih intens untuk pengembangan SPAM Non-Regional melalui pendirian Anak Perusahaan Bidang SPAM maupun kolaborasi dengan *(Strategic Partners)* dan mengembangkan usaha melalui Anak Perusahaan (AP). Arah kebijakan yang terukur dan terintegrasi menjadi landasan

is executed in a focused and adaptive manner, capable of creating sustainable value for all stakeholders.

Board of Directors' Role in Formulating Strategies and Strategic Policies

The Board of Directors holds a crucial role in formulating strategies and strategic policies to ensure that the Company's development direction aligns with its vision, mission, and the dynamic business environment.
These strategies and policies are outlined in the Corporate Long-
Term Plan (RJPP) and the Corporate's Work Plan and Budget (RKAP), as the primary guidelines for operational activities and business development.
We ensure that the strategies we establish are responsive to external challenges and proactive in driving internal transformation.

All policies and strategies formulated are aimed at strengthening operational performance, particularly in maintaining the reliability and efficiency of water resource management, as well as enhancing growth sources through more intensive investment initiatives for Non-Regional SPAM development by establishing a SPAM-focused Subsidiary and collaborating with Strategic Partners also expanding businesses through Subsidiaries. Measurable and integrated policy directions serve as the foundation for the Board of Directors to achieve sustainable growth.

Direksi mewujudkan pertumbuhan berkelanjutan.

Perbandingan Hasil Kinerja dengan Target 2025

Seiring dengan tantangan yang muncul, Perum Jasa Tirta II mencatat sejumlah pencapaian penting di tahun 2025. Aspek operasional, Perusahaan dapat menjaga peran sebagai pengelola sumber daya air yakni memberi pasokan air baku untuk irigasi, PDAM, dan industri.

Di sisi keuangan, Perusahaan terus mengupayakan efisiensi dan peningkatan pendapatan, meskipun belum sepenuhnya mencapai target RKAP yang diharapkan.

Pencapaian KPI Perusahaan

Pencapaian Perum Jasa Tirta II di tahun 2025 dinilai berdasarkan Peraturan Menteri BUMN Nomor: PER-3/MBU/03/2023 yang ditetapkan melalui Kontrak Manajemen/ *Key Performance Indicator* (KPI) dalam Rapat Pembahasan Bersama (RPB) dengan Perwakilan Pemilik Modal. Hingga akhir Desember 2025, realisasi pencapaian KPI Kolegial mencatat skor sebesar 100,42% dari bobot 100. Meningkat dibandingkan pencapaian tahun sebelumnya yang berada pada angka 99,71%.

Capaian tersebut diperoleh dari 5 (lima) aspek, yaitu: (1) nilai ekonomi dan sosial (65,94); (2) inovasi model bisnis (14,65); (3) kepemimpinan teknologi (7,00); (4) peningkatan investasi (6,84); dan pengembangan talenta (6,00). Secara umum, pencapaian indikator-indikator kinerja tersebut menempatkan kinerja Manajemen Perum Jasa Tirta II dalam kategori *(on target/achieve)*. Bila dibandingkan dengan target KPI tahun 2025, masih terdapat ruang untuk perbaikan-perbaikan. Hal ini menjadi

Comparison Between Target and Realisation of 2025 Performance

Despite the emerging challenges, Perum Jasa Tirta II records a number of key achievements in 2025. On the operational aspect, the company successfully maintains its role in water resources management, specifically in supplying raw water for irrigation, the Regional Drinking Water Company (PDAM), and industries.

Financially, the Company continuously strives for efficiency and revenue optimization, despite not yet fully achieving the projected RKAP targets.

Company KPI Achievement

The achievements of Perum Jasa Tirta II in 2025 are assessed based on the Regulation of the Minister of SOEs Number: PER-3/ MBU/03/2023, which was established through the Management Contract/ Key Performance Indicators (KPIs) in the Joint Discussion Meeting (RPB) with the Capital Owner's Representatives. As of the end of December 2025, the actual achievement of the Collegial KPI recorded a score of 100.42% out of a total weight of 100, representing an increase from the previous year's achievement of 99.71%.

This achievement is derived from 5 (five) aspects: (1) economic and social value (65.94); (2) business model innovation (14.65); (3) technology leadership (7.00); (4) investment increase (6.84); and (5) talent development (6.00).

In general, the achievement of these performance indicators places the management performance of Perum Jasa Tirta II within the on-target/ achieved category. When compared to perhatian kami untuk terus meningkatkan pencapaian-pencapaian ke depannya.

Kinerja Keuangan

Di tahun 2025, PJT II mencatat kinerja yang solid dengan pendapatan usaha dari pengelolaan sumber daya air meningkat sebesar 4,53% dari tahun sebelumnya, sementara pencapaian dari target RKAP sebesar 98,80%. Pendapatan non sumber daya air meningkat sebesar 19,15% dari tahun sebelumnya, sementara pencapaian dari target RKAP sebesar 80,25%. Pencapaian ini mencerminkan keberhasilan Perusahaan dalam mengoptimalkan pengelolaan sumber daya air dan non sumber daya air. Secara keseluruhan, laba bersih periode berjalan tercatat sebesar Rp193,027 miliar atau 133,92% dari target RKAP.

Di sisi posisi keuangan, total aset Perusahaan di tahun 2025 tercatat sebesar Rp2,301 triliun atau 90,02% dari target RKAP. Hal ini dikarenakan penurunan pada piutang usaha yakni mencapai 72,75% dari target RKAP. Dibanding pencapaian di tahun 2024, jumlah aset meningkat 7,21%. Jumlah aset lancar terealisasi sebesar 93,96% dari target RKAP, sementara jumlah aset tidak lancar terealisasi sebesar 87,09% dari target RKAP.

Jumlah liabilitas Perusahaan tercatat sebesar Rp440,820 miliar atau 58,46% dari target RKAP. Hal ini dikarenakan pencapaian utang usaha tercatat 50,52% dari target RKAP dan pencapaian utang sewa jangka panjang tercatat 50,08% dari target RKAP.

Sementara itu, ekuitas Perusahaan meningkat menjadi Rp1,861 triliun atau 103,22% dari target RKAP, sebagai hasil dari peningkatan pada saldo laba yang tercatat 168,02% dari target RKAP.

the 2025 KPI targets, there is still room for improvement. This is a priority for us as we strive to continue enhancing our performance in the future.

Financial Performance

In 2025, PJT II delivered a solid performance, with operating revenue from water resources management increasing by 4.53% year-on-year, while achieving 98.80% of the RKAP target. Non-water resource revenue increased by 19.15% year-on-year, reaching 80.25% of the RKAP target. This achievement reflects the Company's success in optimizing both water and non-water resources management. Overall, the net profit for the current period is recorded at Rp193.027 billion, representing 133.92% of the RKAP target.

On the financial side, the Company's total assets in 2025 are recorded at Rp2.301 trillion, or 90.02% of the RKAP target. This is primarily driven by a decrease in trade receivables, which only reaches 72.75% of the RKAP target. Compared to the 2024 achievement, total assets increased by 7.21%. Total current assets are realized at 93.96% of the RKAP target, while total non-current assets reach 87.09% of the RKAP target.

The Company's total liabilities are recorded at Rp440.820 billion, or 58.46% of the RKAP target. This lower realization is attributed to trade payables standing at 50.52% of the RKAP target and long-term lease liabilities at 50.08% of the RKAP target.

Meanwhile, the Company's equity increased to Rp1.861 trillion, or 103.22% of the RKAP target, resulting from an increase in retained earnings, which is recorded at 168.02% of the RKAP target.

Kinerja Operasional

Direksi mencermati bahwa peran Perusahaan pengelolaan sumber daya air telah mencatatkan pencapaian positif di tahun 2025. Pasokan air baku untuk irigasi di tahun 2025 tercatat 100,70% dari target, pasok air baku untuk PAM Jaya tercatat 102,32% dari target, dan pasok air baku untuk industri tercatat 102,05% dari target.

Kendala yang Dihadapi dan Langkah Penyelesaiannya

Di tahun 2025, Perusahaan menghadapi sejumlah tantangan utama yang berkaitan dengan efisiensi operasional dan optimalisasi pemanfaatan teknologi informasi.

Belum terintegrasinya proses bisnis secara menyeluruh, ketersediaan data yang belum mutakhir, serta terbatasnya implementasi sistem informasi mengakibatkan sebagian proses bisnis dilakukan secara manual.

Atas hal ini, kami menetapkan strategi transformasi digital secara menyeluruh melalui penguatan tata kelola teknologi informasi, percepatan digitalisasi proses bisnis, serta peningkatan kompetensi sumber daya manusia melalui pelatihan dan sertifikasi. Selain itu, kami juga menetapkan *champion*, PIC pengguna aplikasi di lingkungan Perusahaan, untuk memastikan optimalisasi pemanfaatan sistem informasi dalam mendukung operasional Perusahaan.

Pengelolaan SDM Secara Berkelanjutan

Di bidang pengembangan sumber daya manusia, Perusahaan menunjukkan komitmen terhadap peningkatan kompetensi karyawan. Realisasi biaya pendidikan dan pelatihan mencapai Rp4.837.284.834,- atau 97,72% dari

Operational Performance

The Board of Directors notes that the Company's role in water resources management has achieved positive results in 2025. Raw water supply for irrigation in 2025 is recorded at 100.70% of the target, raw water supply for PAM Jaya stands at 102.32% of the target, and raw water supply for industries reaches 102.05% of the target.

Key Challenges and Resolutions

In 2025, the Company faces several key challenges related to operational efficiency and the optimization of information technology utilization.

The lack of comprehensive business process integration, coupled with the unavailability of real-time data and the limited implementation of information systems, results in certain business processes still being conducted manually.

In response to these challenges, we establish a comprehensive digital transformation strategy by strengthening information technology governance, accelerating business process digitalization, and enhancing human resource competence through training and certification. Furthermore, we appoint application PICs (Persons in Charge) as digital champions across the Company to ensure the optimized utilization of information systems in supporting corporate operations.

Sustainable Human Resource Management

In human resource development, the Company has demonstrated its commitment to enhancing employee competencies. The actual expenditure for education and training reaches Rp4,837,284,834, representing 97.72% of target. Hal ini menjadi fondasi penting dalam menciptakan SDM yang mampu menjawab tantangan ke depan demi pertumbuhan berkelanjutan.

the target. This vital foundation empowers our workforce to address future challenges and drive sustainable growth.

Sistem Pengendalian Internal dan Manajemen Risiko

Perusahaan meyakini bahwa pencapaian kinerja PJT II diantaranya karena penerapan sistem pengendalian internal yang kuat dan pengelolaan risiko yang terukur sebagai bagian dari penerapan tata kelola perusahaan. Kami secara konsisten menerapkan sistem pengendalian internal guna memastikan seluruh aktivitas operasional dan keuangan berjalan secara efektif, efisien, dan sesuai dengan prinsip tata kelola yang baik. Setiap unit kerja menjalankan kegiatan operasional berdasarkan prosedur dan target kinerja yang telah ditetapkan, termasuk mengidentifikasi dan memitigasi risiko. Fungsi manajemen risiko bertanggung jawab dalam pembaruan profil risiko dan pemantauan implementasi risiko. Sementara Satuan Pengawas Intern (SPI) melakukan audit guna menjamin kesesuaian pelaksanaan terhadap strategi dan kebijakan Perusahaan.

Di tahun 2025, profil risiko korporasi mencatat sebanyak 6 risiko utama. Risiko-risiko tersebut telah ditelaah ulang melalui reviu tahunan. Upaya mitigasi risiko disusun dan dijalankan sesuai dengan tingkat toleransi risiko Perusahaan. Penilaian tingkat kematangan manajemen risiko (*risk maturity*) terus dilakukan. Perum Jasa Tirta II melakukan penilaian *Risk Maturity Index* (RMI) berdasarkan *baseline* tahun sebelumnya dan menghasilkan skor 2,9 lebih baik dari tahun sebelumnya yaitu 2,4.

Internal Control and Risk Management Systems

The Company believes that PJT II's performance achievements are driven, among others, by the implementation of a robust internal control system and measured risk management as an integral part of corporate governance. We consistently implement the internal control system to ensure that all operational and financial activities run effectively, efficiently, and in accordance with good governance principles. Each working unit conducts its operational activities based on established procedures and performance targets, which includes identifying and mitigating risks. The risk management function is responsible for updating risk profiles and monitoring risk implementation. Meanwhile, the Internal Audit Unit (SPI) conducts audits to guarantee compliance and alignment with the Company's strategies and policies.

In 2025, the corporate risk profile records a total of 6 key risks. These risks have been reassessed through an annual review. Risk mitigation efforts are formulated and executed in line with the Company's risk tolerance levels. Assessment of the risk maturity level continues to be carried out. Perum Jasa Tirta II conducts the Risk Maturity Index (RMI) assessment based on the previous year's baseline, yielding a score of 2,9 which marks an improvement from the previous year's score of 2,4.

Komitmen Menjaga Kualitas Penerapan Tata Kelola Perusahaan Berkelanjutan

Direksi menilai bahwa penerapan *Good Corporate Governance (GCG)* merupakan fondasi untuk memperkuat akuntabilitas, menciptakan nilai tambah bagi Perusahaan, serta membangun kepercayaan dari para pemangku kepentingan. Perusahaan terus menyeleraskan penerapan (GCG) dengan penguatan pilar-pilar utama yaitu: etika, transparansi, akuntabilitas, dan keberlanjutan.

Dalam upaya penguatan integritas dan budaya kepatuhan, Perum Jasa Tirta II telah mengimplementasi berbagai kebijakan dan sistem pencegahan korupsi, antara lain: Pedoman Etika Usaha dan Tata Perilaku, Pedoman Pengendalian Gratifikasi, dan Pedoman Pengelolaan Pengaduan Pelanggaran. Inisiatif-inisiatif ini telah disosialisasikan dan dijalankan oleh insan Perusahaan.

Perusahaan telah mengadopsi ketentuan terbaru dalam Peraturan Menteri BUMN No. PER-2/MBU/03/2023. Kami juga terus melakukan penilaian terhadap penerapan *Good Corporate Governance (GCG)*, di mana di tahun 2025 diperoleh skor 91,68 sementara di tahun 2024 dan 2023 tercatat skor 89,29 dan 86,09.

Implementasi *Whisthleblowing System*

Demi mewujudkan komitmen terhadap penerapan tata kelola perusahaan yang baik dan penguatan integritas di lingkungan kerja, Perum Jasa Tirta II telah mengimplementasikan kebijakan *Whistleblowing System* (WBS) yang diatur dalam Pedoman Pengelolaan Pengaduan Pelanggaran *Whistleblowing System* (WBS), yang telah diperbarui tertanggal 21 Juni 2023. Pedoman ini menjadi salah

Commitment to Maintaining the Quality of Sustainable Good Corporate Governance (GCG) Implementation

The Board of Directors believes that the implementation of Good Corporate Governance (GCG) serves as the foundation for strengthening accountability, creating added value for the Company, and building trust among stakeholders. The Company continues to align Good Corporate Governance (GCG) implementation with the strengthening of its core pillars: ethics, transparency, accountability, and sustainability.

To strengthen integrity and a culture of compliance, Perum Jasa Tirta II has implemented various anti-corruption policies and prevention systems, including the Code of Corporate Ethics and Conduct, Gratification Control Guidelines, and Whistleblowing Management Guidelines. These initiatives have been communicated to and implemented by the Company's employees.

The Company has aligned its policies with the latest provisions of the Minister of SOEs Regulation No. PER-2/MBU/03/2023. We also continue to assess the implementation of Good Corporate Governance (GCG), achieving a score of 91.68 in 2025, compared to scores of 89.29 and 86.09 recorded in 2024 and 2023, respectively.

Implementation of the Whistleblowing System (WBS)

To fulfill its commitment to implementing good corporate governance and strengthening integrity in the workplace, Perum Jasa Tirta II has implemented a Whistleblowing System (WBS) policy as outlined in the Guidelines for Handling Reports of Violations Whistleblowing System (WBS), which were updated on June 21, 2023.

satu sarana bagi karyawan, pelanggan, mitra kerja, dan pemangku kepentingan lainnya untuk menyampaikan laporan atas dugaan pelanggaran terhadap kode etik, kebijakan Perusahaan, maupun indikasi tindakan fraud.

These guidelines provide a mechanism for employees, customers, business partners, and other stakeholders to report alleged violations of the code of ethics, Company policies, or indications of fraud.

Kami juga telah membentuk Tim Pengelola *Whistleblowing System* (WBS) yang bertugas menerima, menelaah, dan menganalisa setiap laporan yang masuk, termasuk melakukan verifikasi awal atas kecukupan bukti pendukung untuk memastikan apakah terdapat indikasi kerugian atau pelanggaran yang merugikan Perusahaan. Mekanisme ini dijalankan secara independen, rahasia, dan berkeadilan guna mendorong budaya pelaporan yang sehat di lingkungan kerja.

We have also established a WBS Management Team tasked with receiving, reviewing, and analyzing every incoming report, including conducting preliminary verifications on the sufficiency of supporting evidence to determine whether there are indications of losses or violations detrimental to the Company. This mechanism is managed independently, confidentially, and fairly to foster a healthy reporting culture in the workplace.

Di tahun 2025, menurut catatan *Pengelola Whistleblowing System* (WBS), tidak ada laporan yang masuk ke Perusahaan yang harus ditindaklanjuti.

In 2025, according to the WBS Management Team's records, there were no incoming reports that required further follow-up.

Perum Jasa Tirta II terus berkomitmen memperkuat sistem *Whistleblowing System (WBS)* sebagai bagian dari upaya menciptakan lingkungan kerja yang transparan, bersih dari praktif fraud, dan berlandaskan nilai-nilai integritas.

Perum Jasa Tirta II remains committed to strengthening the Whistleblowing System (WBS) as part of its efforts to cultivate a transparent and fraud-free work environment built upon the values of integrity.

Prospek Industri dan Strategi PJT II ke Depan

Di tengah dinamika pertumbuhan ekonomi global dan nasional, Perusahaan menargetkan pertumbuhan kinerja usaha yang berkelanjutan dengan proyeksi pendapatan sebesar Rp1,248 triliun dan laba bersih sebesar Rp163,850 miliar. Untuk mencapai target ini, akan dilakukan optimalisasi sumber pendapatan utama serta pengembangan sumber pendapatan baru, antara lain dari penambahan penyaluran produksi

Industry Outlook and PJT II's Future Strategy

Amid the dynamics of global and national economic growth, the Company aims for sustainable business performance growth, with projected revenue of Rp1.248 trillion and net income of Rp163.850 billion. To achieve these targets, the Company will optimize its primary revenue sources and develop new ones, including: increased electricity supply to PLN; increased raw water supply from PAM Jaya to the Buaran III Water Treatment Plant; the operation of the Jatiluhur I Regional

Listrik ke PLN, penambahan air baku PAM Jaya ke IPA Buaran III, beroperasinya SPAM Regional Jatiluhur I, pendapatan BJPSDA PLTA Jatigede dan BJPSDA PLTA Batutegi, beroperasinya SPAM Kota Baru Parahyangan; penambahan pemanfaatan lahan non petani, serta kerja sama pariwisata, sewa aset AMDK, dan *fee paying agent* SPAM Regional Jatiluhur I.

Water Supply System; revenue from the Jatigede and Batutegi Hydropower Plant Water Resources Management Agencies (BJPSDA); the operation of the Kota Baru Parahyangan Water Supply System; increased utilization of non-agricultural land; as well as tourism partnerships, bottled water asset leases, and fees from the Jatiluhur I Regional Water Supply System's paying agents.

Untuk aspek strategis, Perusahaan akan melanjutkan pengembangan bisnis penguatan entitas anak, PT Jasa Tirta Luhur, optimalisasi kerja sama kawasan wisata Jatiluhur dengan pihak eksternal, serta pengembangan usaha di bidang Sistem Penyediaan Air Minum (SPAM) IKN, Karawang, dan Cikampek, serta pengembangan Pembangkit Listrik Tenaga Surya (PLTS) Jatiluhur dan Jatigede.

For the strategic aspect, the Company will continue business development by strengthening its subsidiary, PT Jasa Tirta Luhur, optimizing collaborations for the Jatiluhur tourism area with external parties; developing businesses in the Water Supply System (SPAM) for IKN, Karawang, and Cikampek; as well as developing the Jatiluhur and Jatigede Solar Power Plants (PLTS).

Aspek teknologi informasi akan difokuskan pada implementasi *(roadmap)* IT Master Plan, percepatan digitalisasi operasional, dan penguatan sistem integrasi.

The information technology aspect will focus on implementing the IT Master Plan roadmap, accelerating operational digitalization, and strengthening system integration.

Tanggung Jawab Sosial Perusahaan

Perusahaan berkomitmen meningkatkan kualitas kehidupan lingkungan sekitar seiring dengan upaya mengelola pertumbuhan secara berkelanjutan. Program Tanggung Jawab Sosial dan Lingkungan (TJSL) dilaksanakan secara terintegrasi dan berkelanjutan dengan mengacu pada Peraturan Menteri BUMN No. PER-1/MBU/03/2023. Program ini menjadi bagian strategis dalam mendukung pencapaian Tujuan Pembangunan Berkelanjutan (TPB/SDGs), serta memperkuat kontribusi Perusahaan terhadap aspek sosial, ekonomi, dan lingkungan di wilayah operasional.

Company Social and Environmental Responsibility

The Company is committed to improving the quality of life in the surrounding environment alongside efforts to manage sustainable growth. The Corporate Social and Environmental Responsibility (TJSL) program is implemented in an integrated and sustainable manner, referencing the Minister of SOEs Regulation No. PER-1/MBU/03/2023. This program serves as a strategic framework in supporting the achievement of the Sustainable Development Goals (SDGs), while strengthening the Company's contribution to the social, economic, and environmental aspects in its operational areas.

Di tahun 2025, realisasi penyaluran investasi TJSL mencapai Rp6,858 miliar

In 2025, the realized distribution of TJSL atau 89,36% dari target, berupa Program TJSL Non-PUMK dan Program Pendanaan UMK (PUMK).

Perum Jasa Tirta II menyelenggarakan Program TJSL berbasis *creating shared value* (CSV), dengan tujuan menciptakan nilai bersama antara Perusahaan dan masyarakat. Pelaksanaan program *creating shared value* (CSV) di tahun 2025 meliputi: pengolahan limbah kotoran hewan, penanaman pohon, pengolahan limbah eceng gondok, pengolahan sampah, program burayak ikan air tawar. Selain itu, Perusahaan terus melanjutkan Program TJSL pada 3 (tiga) sektor prioritas utama yaitu pendidikan, lingkungan, dan pengembangan UMK.

Perubahan Komposisi Direksi

Di tahun 2025, terdapat perubahan jumlah dan susunan Direksi. Berdasarkan Salinan Keputusan Kepala Badan Pengaturan Badan Usaha Milik Negara Selaku Pemilik Modal Perusahaan Umum (Perum) Jasa Tirta II No. 45 Tahun 2025, Sdri. Indriani Widiastuti dan Sdr. Anton Mardiyono sudah tidak menjabat sebagai Direksi Perusahaan. Per 31 Desember 2025, Direksi Perusahaan adalah Sdr. Imam Santoso sebagai Direktur Utama dan Plt. Direktur Operasi dan Pemeliharaan, serta Sdr. Dikdik Permadi Yoffana sebagai Direktur Pengembangan Usaha dan Plt. Direktur Keuangan, SDM, dan Manajemen Risiko.

Apresiasi

Atas nama Direksi, kami menyampaikan terima kasih dan penghargaan setinggi-tingginya kepada Pemilik Modal, Dewan Pengawas, Pimpinan Senior, serta seluruh insan Perum Jasa Tirta II atas kerja keras, dedikasi, dan kontribusi yang telah diberikan dalam mendukung

investment reached Rp6.858 billion, or 89.36% of the target, consisting of the Non-PUMK TJSL Program and the MSME Funding Program (PUMK).
Perum Jasa Tirta II implements the TJSL Program based on creating shared value (CSV), with the aim of creating shared value between the Company and the community. The implementation of the creating shared value (CSV) program in 2025 includes: animal waste treatment, tree planting, water hyacinth waste treatment, waste management, and a freshwater fish fry program. Furthermore, the Company continues its TJSL Program across three main priority sectors, education, environment, and MSME development.

Changes in the Composition of the Board of Directors

In 2025, there were changes in the composition of the Board of Directors. Based on a copy of Decision No. 45 of 2025 issued by the Head of the State-Owned Enterprise Regulatory Agency, acting as the shareholder of the Public Enterprise (Perum) Jasa Tirta II, Ms. Indriani Widiastuti and Mr. Anton Mardiyono no longer serve on the Company's Board of Directors. As of December 31, 2025, the Company's Board of Directors consists of Mr. Imam Santoso as President Director and Acting Director of Operations and Maintenance, and Mr. Dikdik Permadi Yoffana as Director of Business Development and Acting Director of Finance, HR, and Risk Management.

Appreciation

On behalf of the Board of Directors, we would like to express our highest appreciation to the Capital Owner, Supervisory Board, Senior Management, and all personnel of Perum Jasa Tirta II for their hard work, dedication, and contributions in supporting the Company's sustained business growth in 2025. We kelangsungan pertumbuhan usaha Perusahaan di tahun 2025. Kami juga menyampaikan apresiasi khusus kepada Pemilik Modal atas kepercayaan dan dukungan yang terus-menerus diberikan terhadap masa depan PJT II, serta kepada seluruh mitra dan pemangku kepentingan yang telah berperan aktif dalam mendukung kinerja dan pencapaian Perusahaan.

Kami harapkan, seluruh insan Perusahaan terus melakukan perbaikan berkelanjutan, meningkatkan kompetensi, serta mengoptimalkan berbagai peluang dan menjawab tantangan yang ada.

also extend our special appreciation to the Capital Owner for their continuous trust and support for the future of PJT II, as well as to all partners and stakeholders who have actively supported the Company's performance and achievements.

We encourage all Company personnel to pursue continuous improvement, enhance their competencies, optimize various opportunities, and rise to the challenges ahead.

Purwakarta, 24 Juni 2026/*Purwakarta, June 24 2026*

Atas nama Direksi
On behalf of the Board of Directors

Imam Santoso
Direktur Utama
President Director

PERNYATAAN DEWAN PENGAWAS TENTANG TANGGUNG JAWAB ATAS LAPORAN TAHUNAN 2025 PERUM JASA TIRTA II

Responsibility Statement of Supervisory Board and Board of Directors for 2025 Annual Report of Perum Jasa Tirta II

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 Tahunan Perum Jasa Tirta II telah disampaikan secara lengkap. Dengan demikian, isi Laporan Tahunan ini, termasuk laporan keuangan konsolidasian dapat dipertanggungjawabkan.

We, the undersigned, hereby state that we have performed our supervisory duties and provided advice to the Board of Directors in accordance with applicable laws and regulations and our designated duties, with the objective of ensuring that all information in the Annual Report of Perum Jasa Tirta II has been fully disclosed. Accordingly, the contents of this Annual Report, including the consolidated financial statements, can be fully accounted for.

Demikian pernyataan ini dibuat dengan sebenarnya.
This statement is made truthfully.

Purwakarta, 24 Juni 2026
Purwakarta, 24 June 2026

Fatkhurohman Taufik
Anggota Dewan Pengawas
Member of Supervisory Board

PERNYATAAN DIREKSI TENTANG TANGGUNG JAWAB ATAS LAPORAN TAHUNAN 2025 PERUM JASA TIRTA II

Responsibility Statement of Supervisory Board and Board of Directors for 2025 Annual Report of Perum Jasa Tirta II

Sesuai prinsip tata Kelola yang baik dan peraturan yang berlaku di Indonesia, Perum Jasa Tirta II menertibkan Laporan Tahunan 2025. Laporan menyajikan informasi Perusahaan mengenai kinerja, penerapan tata kelola, pelaksanaan tanggung jawab sosial, dan laporan keuangan konsolidasian periode 1 Januari sampai 31 Desember 2025, serta informasi lain yang relevan dan signifikan bagi pemangku kepentingan. Kami, segenap Direksi Perum Jasa Tirta II yang bertanda tangan di bawah ini menyatakan bertanggung jawab penuh atas kebenaran isi Laporan Tahunan 2025 Perum Jasa Tirta II.

In accordance with the principles of good corporate governance and applicable regulations in Indonesia, Perum Jasa Tirta II has published the 2025 Annual Report. The report presents Company information regarding performance, corporate governance implementation, social responsibility execution, and the consolidated financial statements for the period from January 1 to December 31, 2025, as well as other relevant and significant information for stakeholders. We, the undersigned members of the Board of Directors of Perum Jasa Tirta II, hereby state that we are fully responsible for the accuracy and integrity of the contents of the 2025 Annual Report of Perum Jasa Tirta II.

Demikian pernyataan ini dibuat dengan sebenarnya.
This statement is made truthfully.

Purwakarta, 24 Juni 2026
Purwakarta, 24 June 2026

Imam Santoso
Direktur Utama
President Director

Imam Santoso	**Dikdik Permadi Yoffana**	**Dikdik Permadi Yoffana**
Plt. Direktur Operasi dan Pemeliharaan	Direktur Pengembangan Usaha	Plt. Direktur Keuangan, SDM dan Manajemen Risiko
Acting Directors of Operations and Maintenance	*Director of Business Development*	*Acting Directors of Finance, Human Resources, and Risk Management*

03

PROFIL PERUSAHAAN

Company Profile

PROFIL PERUSAHAAN
COMPANY PROFILE

INFORMASI UMUM DAN IDENTITAS PERUSAHAAN

General Information and Company Identity

NAMA PERUSAHAAN
Company Name

Perum Jasa Tirta II

TANGGAL PENDIRIAN
Date of Establishment

26 Agustus 1967/
August 26, 1967

BENTUK BADAN HUKUM
Legal Basis of Establishment

Badan Usaha Milik Negara (BUMN) yang berbentuk Perusahaan Umum
State Owned Enterprise (SOE) in the form of Public Utility Company

DASAR HUKUM PENDIRIAN
Legal Entity

Peraturan Pemerintah No. 25 Tahun 2022
Government Regulation Numb. 25 of 2022

NPWP
Tax Identification Number

010000552-409.003

ENTITAS ANAK
Subsidiary Entity

PT Jasa Tirta Luhur

KEPEMILIKAN
Ownership

100% milik Negara Republik Indonesia
100% Indonesia owned by the Republic of Indonesia

STATUS PERUSAHAAN
Company Status

Perusahaan Umum (Perum)
Public Utility Company

BIDANG USAHA
Line of Business

Pengelolaan dan Pengusahaan Sumber Daya Air (SDA)
Management and Exploitation of Water Resources (SDA)

MODAL DASAR
Authorized Capital

Rp164.547.635.935,00

JUMLAH KARYAWAN
TOTAL EMPLOYEE

1.001 Karyawan (tidak termasuk karyawan anak Perusahaan, Pegawai Waktu Tertentu, dan Outsource)
1.001 employees (Excluding subsidiary employees, Specific Time Employees, and Outsources)

ALAMAT KANTOR PUSAT
Head Office Address

**Jalan Lurah Kawi No. 1,
Jatiluhur, Kab. Purwakarta,
Jawa Barat**

KANTOR LAYANAN
Service Offices

**Jalan Lurah Kawi No. 1,
Jatiluhur, Kab. Purwakarta,
Jawa Barat**

1. **Kantor Pusat**
   Head Office
2. **Kantor Perwakilan**
   Representative Office
3. **Kantor Unit Wilayah**
   Region Unit Offices
4. **Kantor Unit**
   Unit Offices

LAYANAN INFORMASI
Information Service

pjt2@jasatirta2.co.id

Perum Jasa Tirta II

jasatirta_2

(0264) 201972

jasatirta.2

www.jasatirta2.co.id

(0264) 201971

Perum Jasa Tirta II

Kantor Pusat

Head Office

Jalan Lurah Kawi No. 1 Jatiluhur
Purwakarta – Jawa Barat
Telp. & Faks. (0264) 201 971-72

ALAMAT-ALAMAT KANTOR PERUSAHAAN
Offices Address

Kantor Perwakilan
Representative Office

Jalan H. Agus Salim No. 69
Jakarta Pusat, DKI Jakarta

(021) 314 5827

Kantor Unit Wilayah I
Regional Unit Offices II

Jalan Ir. Djuanda No. 124D
Bekasi – Jawa Barat

(021) 880 1884 (021) 880 1884

Kantor Unit Wilayah II
Regional Unit Offices II

Jalan Curug Klari,
Karawang Jawa Barat

(0264) 200 487 (0264) 203 580

Kantor Unit Wilayah III
Regional Unit Offices III

Jalan Arief Rahman Hakim
No. 16, Subang – Jawa Barat

(0260) 411 510 (0260) 415 684

Kantor Unit Wilayah IV
Regional Unit Offices IV

Jalan Rasamala Raya, Bendungan Jatiluhur, Purwakarta – Jawa Barat

(0264) 822 2537 (0264) 822 2537

Kantor Unit Wilayah V
Regional Unit Offices V

Komplek Perumahan Cimanuk No. 105 Karyamulya – Kec. Kosambi Kota Cirebon

Kantor Unit Wilayah VI
Regional Unit Offices VI

Jalan Jayadiningrat No.16 Lingkungan Kaujon Kel. Serang Kota Serang- Provinsi Banten

(021) 880 1884 (021) 880 1884

Kantor Unit Wilayah VII
Regional Unit Offices VII

Jalan Way Sekampung No. 32 Pahoman Kec. Teluk Betung Utara Kota Bandar Lampung, Lampung

Kantor Unit PLTA
Hydropower Unit Office

Jalan Rasamala Raya, Bendungan Jatiluhur, Purwakarta – Jawa Barat

(0264) 200 565 (0264) 200 060

Kantor Jatiluhur Valley Resort
Hotel Business Unit Office

Jatiluhur Valley & Resort
Jalan Rasamala No. 1 Jatiluhur – Purwakarta, Jawa Barat

Kantor Unit Layanan Laboratorium
Laboratory Service Unit

Jalan Curug Klari, Karawang
Jawa Barat

0877 4934 7170

WILAYAH OPERASIONAL DAN JARINGAN USAHA

Operational Areas and Business Network

1. **Seputih - Sekampung River Basin**
   Lampung Province
2. **Cidanau - Ciujung - Cidurian River Basin**
   Banten Province
3. **Ciliwung - Cisadane River Basin**
   West Java Province & Jakarta Global City
4. **Citarum River Basin**
   West Java Province
5. **Cimanuk – Cisanggarung River Basin**
   West Java Province

PROFIL SINGKAT WILAYAH OPERASI

Operational Areas and Business Network

Deskripsi Wilayah Sungai Citarum

Sungai Citarum mengalir dari hulu di daerah Gunung Wayang, di sebelah Selatan Kota Bandung, menuju ke Utara dan bermuara di Laut Jawa. Panjang Sungai sekitar 297 km. Ini merupakan Sungai terpanjang dan terbesar di Provinsi Jawa Barat. Memiliki perang yang sangat penting bagi kehidupan sosial ekonomi masyarakat, khususnya di Jawa Barat dan DKI Jakarta. Air Sungai Citarum digunakan sebagai sumber air baku, irigasi pertanian, perikanan, sumber pembangkit tenaga listrik tenaga air untuk pasokan Pulau Jawa dan Bali, serta sebagai pemasok air untuk kegiatan industri.

Sungai Citarum merupakan sungai yang memiliki Daerah Aliran Sungai (DAS) terbesar di Provinsi Jawa Barat. Wilayah Sungai (WS) Citarum seluas kurang lebih 12.000 km^2, mencakup 12 wilayah administrasi kabupaten/kota di lingkungan Provinsi Jawa Barat, yaitu: Kabupaten Bandung, Kabupaten Bandung Barat, Kabupaten Bekasi, Kabupaten Cianjur, Kabupaten Indramayu, Kabupaten Karawang, Kabupaten Purwakarta, Kabupaten Subang, Kabupaten Sumedang, Kota Bandung, Kota Bekasi, dan Kota Cimahi.

Description of the Citarum River Basin

The Citarum River flows from its headwaters in the Gunung Wayang area, south of Bandung City, to the north and empties into the Java Sea. It has a length of about 297 km. Citarum is the longest and largest river in West Java Province. The Citarum River plays a very important role in the socio-economic life of the community, especially in West Java and DKI Jakarta. Citarum River water is used as a source of raw water, agricultural irrigation, fisheries, a source for hydroelectric power plants to supply Java and Bali, as well as a water supplier for industrial activities.

Citarum River is the river with the largest watershed in West Java Province. The Citarum River Basin covers an area of approximately 12,000 km^2 and covers 12 districts/cities within the West Java Province, namely: Bandung Regency, West Bandung Regency, Bekasi Regency, Cianjur Regency, Indramayu Regency, Karawang Regency, Purwakarta Regency, Subang Regency, Sumedang Regency, Bandung City, Bekasi City, and Cimahi City.

Deskripsi Wilayah Sungai Ciliwung – Cisadane

Wilayah Sungai Ciliwung-Cisadane secara geografis terletak pada posisi 106020’ BT sampai 106040’ BT dan 600’ LS sampai 6020’ LS. Luas WS Ciliwung-Cisadane kurang lebih 5.293,01 km2, mencakup 14

Description of the Ciliwung-Cisadane

The Ciliwung Cisadane River Basin is geographically located at 106˚20’ East to 106˚40’ East and 6˚0’ LS to 6˚20’ LS. The area of WS Ciliwung Cisadane is approximately 5,293.01 km2, covering 14 district/city administrative areas within wilayah administrasi kabupaten/kota di lingkungan Provinsi Banten. Sungai utama yang melintasi WS Ciliwung-Cisadane adalah Sungai Ciliwung dan Sungai Cisadane yang berhulu di Jakarta Utara.

Banten Province. The main rivers that cross the Ciliwung Cisadane WS are the Ciliwung River and Cisadane River, which have their headwaters in North Jakarta.

WS Ciliwung-Cisadane terdiri atas 15 DAS, namun yang menjadi kewenangan Perum Jasa Tirta II berdasarkan PP No. 25 Tahun 2022 meliputi DAS Bekasi seluas 1.447,35 km2.

WS Ciliwung Cisadane consists of 15 watersheds, but the authority of Perum Jasa Tirta II based on PP No. 25 of 2022 includes Bekasi watershed covering an area of 1,447.35 km2.

Deskripsi Wilayah Sungai Cimanuk-Cisanggarung

Description of the Cimanuk-Cisanggarung River Basin

Wilayah Sungai Cimanuk-Cisanggarung secara administrasi terletak di Provinsi Jawa Barat dan 7,40% berada di wilayah Provinsi Jawa Tengah. Secara astronomis terletak pada 107042'51,02" BT - 108054'31,38" BT dan 6014'43,96" LS - 7023'56,03" LS, dengan luas wilayah sungai sebesar 7.775,83 km2.

The Cimanuk-Cisanggarung River Basin is administratively located in West Java Province and 7.40% is within the Central Java Province region. Astronomically, it is located in a position between 107°42'51.02" East to 108°54'31.38" East and 6°14'43.96" South to 7°23'56.03" South, with an area of 7,775.83 km2.

Kewenangan Perum Jasa Tirta II berdasarkan PP No. 25 Tahun 2022 meliputi DAS Cimanuk seluas 3,773 km2, DAS Cisanggarung seluas 1.003,99 km2, dan DAS Kalicilet seluas 419,93 km2.

The authority of Perum Jasa Tirta II based on Government Regulation Number 25 Year 2022 covers 3,773 km2 of Cimanuk watershed, 1,003.99 km2 of Cisanggarung watershed, and 419.93 km2 of Kalicilet watershed.

Deskripsi Wilayah Sungai Cidanau – Ciujung – Cidurian

Description of the Cidanau-Ciujung-Cidurian River Basin

Wilayah Sungai Cidanau-Ciujung-Cidurian yang selanjutnya disebut WS 3Ci dengan luas 4.170,85 km2, terbagi menjadi 37 DAS besar dan kecil. Secara administratif meliputi 5 wilayah Kabupaten dan 2 Kota, yang terdiri dari 4 Kabupaten dan 2 Kota

The Cidanau-Ciujung-Cidurian River Basin, hereinafter referred to as WS 3Ci with an area of 4,170.85 km2, is divided into 37 large and small watersheds. Administratively, it covers 5 regencies and 2 cities consisting of 4 regencies and 2 di Provinsi Banten serta 1 Kabupaten di Provinsi Jawa Barat.

cities in Banten Province and 1 regency in West Java Province.

Potensi air yang ada di WS 3Ci terutama berasal dari 3 sungai besar yaitu Sungai Cidanau, Sungai Ciujung, dan Sungai Cidurian. Sedang secara geografis, WS 3Ci terletak pada posisi antara 60 43' 55.5" LS sampai 50 52' 24.7" LS dan antara 1050 51' 1.2" BT sampai 1060 3' 58." BT, dan berada dalam wilayah kerja Balai Besar Wilayah Sungai Cidanau-Ciujung-Cidurian.

The water potential in the WS 3Ci mainly comes from 3 major rivers, namely the Cidanau River, Ciujung River and the Cidurian River. Geographically, the Cidanau-Ciujung-Cidurian River Basin is located in a position between 60 43' 55.5" N to 50 52' 24.7" LS and between 1050 51' 1.2" East to 1060 3' 58.3" East and is within the working area of the Cidanau- Ciujung-Cidurian River Basin Center.

WS 3Ci memiliki 37 DAS, dengan DAS terbesar adalah DAS Cidanau, DAS Ciujung, dan DAS Cidurian. Kewenangan Perum Jasa Tirta II berdasarkan PP No. 25 Tahun 2022 meliputi DAS Cidanau seluas 204,74 km2, DAS Ciujung seluas 432,53 km^2, DAS Cidurian seluas 148 km^2, dan Cibanten seluas 126,21 km2.

WS 3Ci has 37 watersheds, with the largest watersheds being the Cidanau, Ciujung, and Cidurian watersheds. The authority of Perum Jasa Tirta II based on Government Regulation Number 25 Year 2022 covers 204.74 km2 of Cidanau watershed, 432.53 km2 of Ciujung watershed, 148 km2 of Cidurian watershed, and 126.21 km2 of Cibanten watershed.

Deskripsi Wilayah Sungai Seputih – Sekampung

Description of the Seputih Sekampung River Basi

Wilayah Sungai Seputih-Sekampung secara administratif berada di Kabupaten Lampung Selatan, Kabupaten Lampung Timur, Kabupaten Lampung Tengah, Kabupaten Pringsewu, Kabupaten Pesawaran, Kabupaten Tanggamus, Kabupaten Lampung Barat, Kabupaten Lampung Utara, Kabupaten Tulang Bawang Barat, Kota Bandar Lampung, dan Kota Metro. WS Seputih-Sekampung memiliki luas wilayah sebesar 14.637 km2, terdiri dari 42 DAS. Kewenangan Perum Jasa Tirta II berdasarkan PP No. 25 Tahun 2022 meliputi DAS Seputih seluas 7.259 km2 dan DAS Sekampung seluas 4.928 km2.

The Seputih-Sekampung River Basin is administratively located in South Lampung Regency, East Lampung Regency, Central Lampung Regency, Pringsewu Regency, Pesawaran Regency, Tanggamus Regency, West Lampung Regency, North Lampung Regency, West Tulang Bawang Regency, Bandar Lampung City, and Metro City. The Seputih-Sekampung WS has an area of 14,637 km2, consisting of 42 watersheds. The authority of Perum Jasa Tirta II based on PP No. 25 of 2022 includes the Seputih watershed covering an area of 7,259 km2 and the Sekampung watershed covering an area of 4,928 km2.

SEKILAS TENTANG PERUM JASA TIRTA II

Perum Jasa Tirta II at a Glance

Sejarah Perusahaan bermula dari proyek nasional Pemerintah Republik Indonesia untuk pembangunan Bendungan Ir. H. Djuanda di tahun 1957 dan selesai di tahun 1967. Pembangunan Bendungan Ir. H. Djuanda merupakan bagian dari tahap Pengembangan Sumber Daya Air di Wilayah Sungai Citarum dan berfungsi sebagai pendukung ketahanan pangan nasional melalui penyediaan air irigasi pertanian di sebagian wilayah Jawa Barat, penyediaan air baku untuk PDAM, industri, dan pembangkit Listrik. Bendungan Ir. H. Djuanda juga berfungsi untuk pengendalian banjir di sebagian wilayah Karawang, Bekasi, dan daerah subur di sekitarnya, serta sebagai salah satu tujuan wisata dan olahraga air di wilayah Jawa Barat.

Berdasarkan PP No. 8 tanggal 24 Juli 1967, setelah selesainya pembangunan tersebut, Pemerintah Republik Indonesia membentuk Badan Pengelola dan Pembina Danau Jatiluhur dengan nama Perusahaan Negara Jatiluhur yang selanjutnya disebut PN Jatiluhur, berkedudukan di Jatiluhur. Badan ini bertugas menyelenggarakan Eksploitasi dan Pemeliharaan Sarana dan Prasarana Bendungan/Waduk dan PLTA Ir. H. Djuanda serta merintis pengembangan proyek-proyek selanjutnya.

Bertambah luasnya ruang lingkup tugas Perusahaan serta sejalan dengan usainya Sebagian besar pembangunan Proyek Nasional Serbaguna Jatiluhur yang meliputi Waduk, Bendungan Utama, Stasiun PLTA, serta sarana-sarana Sistem Pengairan dan Irigasi, menjadi dasar pertimbangan Pemerintah untuk membentuk Perum Otoritas Jatiluhur (POJ) yang didirikan berdasarkan PP No. 20 tanggal 23 Mei 1970, yang kemudian disesuaikan dengan PP No. 35 Tahun 1980, PP No. 42 Tahun 1990, serta PP No. 13 Tahun 1998. POJ diberi mandat oleh Pemerintah untuk mengelola sumber-

The history of the Company began with a national project of the Government of the Republic of Indonesia for the construction of the Ir. H. Djuanda Dam in 1957 and was completed in 1967. The construction of the Ir. H. Djuanda Dam was part of the Water Resources Development phase in the Citarum River Basin, serving as a support for national food security through the provision of agricultural irrigation water in parts of West Java, raw water supply for PDAM, industries, and electricity generation. The Ir. H. Djuanda Dam also serves to control flooding in parts of Karawang, Bekasi, and the surrounding fertile areas, as well as a tourist and water sports destination in the West Java region.

Based on Government Regulation No. 8 dated July 24, 1967, following the completion of the construction, the Government of the Republic of Indonesia established the Jatiluhur Board of Management and Supervisory under the name of Jatiluhur State Company, hereinafter referred to as PN Jatiluhur, domiciled in Jatiluhur. This agency was tasked with carrying out the Exploitation and Maintenance of Facilities and Infrastructure of the Dam/Reservoir and the Ir. H. Djuanda Hydroelectric Power Plant (PLTA), as well as pioneering the development of subsequent projects.

The expansion of the Company's scope of work, in line with the completion of most of the construction of the Jatiluhur Multipurpose National Project—which includes the Reservoir, the Main Dam, the Hydroelectric Station, as well as the Irrigation System facilities—became the basis of the Government's consideration to form the Jatiluhur Public Authority (Perum Otorita Jatiluhur/POJ). It was established based on Government Regulation No. 20 dated May 23, 1970, which was subsequently adjusted by Government Regulation No. 35 of 1980, Government Regulation No. 42 of 1990, and Government Regulation No. 13 of 1998. POJ is mandated sumber pendapatan Otorita, dan harus diusahakan pemasukannya semaksimal mungkin untuk dipergunakan bagi biaya rehabilitasi, perbaikan berat dan pembangunan jaringan.

by the Government to manage the revenue sources of the Authority, and its income must be optimized as much as possible to be used for rehabilitation, heavy repairs, and network construction.

Riwayat Perubahan Nama

Berdasarkan PP No. 94 tanggal 13 Oktober 1999, Pemerintah mengubah dan menyesuaikan nama Perum Otorita Jatiluhur menjadi Perum Jasa Tirta II. Hal ini seiring dengan penugasan untuk turut melaksanakan dan menunjang kebijakan dan program Pemerintah di bidang ekonomi dan pembangunan nasional pada umumnya, terutama di bidang pengusahaan dan pengelolaan Sumber Daya Air serta optimalisasi pemanfaatan sumber daya Perusahaan, untuk menghasilkan barang dan jasa berdasarkan prinsip pengelolaan Perusahaan yang sehat. Kemudian, ruang lingkup tugas dan kegiatan usaha disesuaikan kembali melalui PP No. 7 Tahun 2010.

Adanya perubahan-perubahan tersebut, diharapkan Perum Jasa Tirta II bertransformasi menjadi lebih dinamis, responsif, dan mampu meningkatkan perannya sebagai perusahaan yang terkemuka di bidang pengelolaan Sumber Daya Air. Sesuai tujuan didirikannya Perum Jasa Tirta II, Manajemen tetap berkomitmen terhadap misi yang diemban Perum Jasa Tirta II yaitu menyelenggarakan pengelolaan Sumber

History of Company's Name

Based on Government Regulation No. 94 dated October 13, 1999, the Government changed and adjusted the name of Perum Otorita Jatiluhur to Perum Jasa Tirta II. This was in line with the assignment to participate in implementing and supporting Government policies and programs in the economic sector and national development in general, particularly in the field of Water Resources cultivation and management, as well as optimizing the use of the Company's resources to produce goods and services based on sound corporate management principles. Subsequently, the scope of its duties and business activities was re-adjusted through Government Regulation No. 7 of 2010.

With these changes, Perum Jasa Tirta II is expected to transform into a more dynamic and responsive entity, capable of enhancing its role as a leading company in the field of Water Resources management. In accordance with the purpose of its establishment, the Management remains committed to the mission of Perum Jasa Tirta II, which is to organize Water Resources management with Good Corporate Governance and innovation through the provision of raw water.

Daya Air dengan Tata Kelola Perusahaan yang baik dan inovatif melalui penyediaan air baku.

Selain itu, juga melakukan pembangkitan dan penyaluran tenaga Listrik kepada PT PLN (Persero) dan/atau selain PT PLN (Persero), pengembangan kepariwisataan dan pemanfaatan lahan yang bertujuan memberikan kontribusi dalam menunjang ketahanan pangan nasional dan keuntungan bagi Negara, turut melaksanakan kebijakan program Pemerintah di bidang ekonomi dan pembangunan nasional pada umumnya, terutama di bidang pengusahaan dan pengelolaan Sumber Daya Air, serta optimalisasi pemanfaatan sumber daya Perusahaan untuk menghasilkan barang dan jasa berdasarkan prinsip pengelolaan perusahaan yang sehat.

In addition, the Company also carries out the generation and distribution of electricity to PT PLN (Persero) and/or other parties; tourism development and land utilization aimed at contributing to national food security and generating profits for the State; participating in implementing Government program policies in the economic sector and national development in general, particularly in the field of Water Resources cultivation and management; as well as optimizing the use of Company resources to produce goods and services based on sound corporate management principles.

JEJAK LANGKAH

Milestone

1957 – 1967

1

Proyek pembangunan Bendungan Serbaguna Jatiluhur dinyatakan selesai dibangun pada tahun 1967 dan diresmikan Pemerintah Republik Indonesia dengan nama Bendungan Ir. H. Djuanda.

Construction of Jatiluhur Multipurpose Dam project was declared completed in 1967 and inaugurated by the Government of the Republic of Indonesia under the name of Ir. H. Djuanda Dam.

1967 – 1970

2

Berdasarkan PP No. 8 Tahun 1967 tanggal 24 Juli 1967, Pemerintah membentuk Badan Pengelola dan Pembina Danau Jatiluhur dengan nama Perusahaan Negara Jatiluhur yang selanjutnya disebutnya PN Jatiluhur, berkedudukan di Jatiluhur.

Based on Govt. Reg. No.8 of 1967, on July 24, 1967, the Government established the Board of Management and Advisory of Jatiluhur Lake under the name of Jatiluhur State Company, hereinafter referred to as PN Jatiluhur, domiciled in Jatiluhur.

1997 – 1999

3

Pemerintah membentuk Perum Otoritas Jatiluhur yang didirikan berdasarkan PP No. 20 tanggal 23 Mei 1970, yang kemudian disesuaikan dengan PP No. 35 Tahun 1980, PP No. 42 Tahun 1990 serta PP No. 13 Tahun 1998.

The government established the Perum Otorita Jatiluhur under Govt. Reg. No.20 on May 23, 1970, which was then adjusted with Govt. Reg. No.35 of 1980, Govt. Reg. No.42 of 1990, and Govt. Reg. No.13 of 1998.

1999

4

Pegawai/Pekerja dari Proyek PLTA Jatiluhur beserta bangunan Waduk, PLTA serta Gardu Induknya diserahkan kepada PN Jatiluhur untuk menyelenggarakan Pengelolaan dan Pengusahaan potensi-potensi yang timbul setelah selesainya Sebagian Proyek PLTA Jatiluhur.

Officers/Workers from Jatiluhur Hydroelectric Project and Reservoir building, hydropower, and substation were handed over to PN Jatiluhur to organize the Management and Exploitation of potentials that arise after the completion of part of Jatiluhur Hydroelectric Project.

2010

5

Berdasarkan PP No. 94 tanggal 13 Oktober 1999, Pemerintah mengubah dan menyesuaikan nama Perum Otorita Jatiluhur menjadi Perum Jasa Tirta II, yang kemudian disesuaikan Kembali ruang lingkup tugas dan kegiatan usahanya dengan PP No. 7 Tahun 2010.

Based on Govt. Reg. No.94 on October 13, 1999, the Government changed and adjusted the name of Perum Otorita Jatiluhur to Perum Jasa Tirta II, which then re-adjusted the scope of its tasks and business activities with Govt. Reg. No. 7 of 2010.

2017

6

Perusahaan melakukan perubahan logo sebagai bentuk implementasi transformasi. Logo terbaru telah disahkan berdasarkan Peraturan Direksi Perum Jasa Tirta II No. 1/DIR/35/PRD-PED/2017 tentang Perubahan Kelima atas Peraturan Direksi Perum Jasa Tirta II No. 1/01/PRT/2014 tentang Pedoman Tata Naskah Dinas Perum Jasa Tirta II.

The company changes the logo as a form of implementing transformation. The latest logo has been ratified pursuant to Regulation of Board of Directors of Perum Jasa Tirta II Number: 1/DIR/35/PRD-PED/2017 concerning the Fifth Amendment to Regulation of Board of Directors of Perum Jasa Tirta II Number: 1/01/PRT/2014 concerning the Guideline of Service Manuscript of Perum Jasa Tirta II.

2018

Perusahaan mendirikan anak perusahaan yakni PT Jasa Tirta Luhur berdasarkan Akta Notaris Putranto Nur Utomo, S.H., K.Kn., dengan Akta No. 46 tanggal 29 Agustus 2018. Perseroan bergerak dalam bidang jasa Sistem Penyediaan Air Minum dan Konstruksi. Pendirian tersebut telah mendapatkan persetujuan dari pemilik modal.

The company established a subsidiary, namely PT Jasa Tirta Luhur which was established based on the Notary Deed of Putranto Nur Utomo, S.H., M.Kn, by Deed number 46 dated August 29, 2018. The Company is engaged in Drinking Water Supply System and Construction services. The establishment has obtained the approval of the owner of the capital.

7

2022

Secara optimal terus melakukan upaya pengusahaan Sumber Daya Air guna mendukung pengembangan usaha berbasis One River Basin One Management dan perluasan Wilayah Kerja berdasarkan PP No. 25 Tahun 2022 tentang Perusahaan Umum (Perum) Jasa Tirta II dengan kewenangan pengusahaan serta optimalisasi aset Negara yang semula 2 (dua) Wilayah Sungai (WS Citarum dan WS Ciliwung-Cisadane) menjadi 5 (sebagian WS Ciliwung-Cisadane; Cimanuk-Cisanggarung; Cidanau-Ciujung-Cidurian; dan Seputih-Sekampung).

Optimally continue to make efforts to manage Water Resources to support the development of One River Basin One Management-based businesses and the expansion of the Work Area based on PP NO.25 of 2022 concerning the Public Company (Perum) Jasa Tirta II with the authority to manage and optimize State assets which were originally 2 (two) River Areas (1. WS Citarum, WS Ciliwung-Cisadane, to 5, namely (part of the River Areas 1. Ciliwung-Cisadane, 2. Cimanuk-Cisanggarung, 3. Cidanau-Ciujung-Cidurian and Seputih-Sekampung).

9

8

Perusahaan kini tergabung kedalam sub klister holding Danareksa-PPA berdasarkan Peraturan Pemerintah Republik Indonesia No. 113 tanggal 10 November 2021 tentang perubahan atas Peraturan Pemerintah No. 25 tahun 1976 tentang Penyertaan Modal Negara Republik Indonesia untuk Pendirian Perusahaan Perseroan (Persero) “Danareksa”. Atas hal ini, PT Danareksa ditunjuk sebagai holding Perusahaan lintas sektor, salah satunya sebagai Holding Perusahaan Sumber Daya Air.

The company is now incorporated into the Danareksa-PPA holding sub-cluster. Based on Government Regulation of the Republic of Indonesia No. 113 dated November 10, 2021 concerning amendments to Government Regulation No. 25 of 1976 concerning State Equity Participation of the Republic of Indonesia for the Establishment of a Limited Liability Company (Persero) “Danareksa”. Where PT Danareksa was appointed as a holding company across sectors, one of which was as a Holding Company for Water Resource.

2021

10

Implementasi ESG dan peresmian Spam Regional I.

ESG Implementation and Inauguration of Regional SPAM I.

2024

11

Implementasi ESG dan penataan infrastruktur Sumber Daya Air sesuai fungsinya.

Implementation of ESG and the structuring of water resource infrastructure in accordance with its intended function.

2025

VISI, MISI, TAGLINE, DAN KOMPETENSI INTI PERUSAHAAN

Company Vision, Mission, Tagline and Core Competencies

Visi

Vision

Menjadi Perusahaan Terbaik dalam Pengelolaan dan Pengusahaan Sumber Daya Air yang Berkelanjutan di Indonesia

Being the Reputable and Sustainable Water Resources Management and Enterprise Company in Indonesia

Misi

Mission

- Pengoptimalan pengusahaan SDA dengan cara yang efisien, efektif, inovatif dan berkelanjutan dengan tujuan menjaga kelestarian dan pengelolaan SDA dan turunannya
- Peningkatan kapasitas dan kapabilitas SDM dalam mengoptimalkan pengelolaan dan pengusahaan SDA
- Digitalisasi sistem dan teknologi untuk mendukung proses dan operasional pengelolaan dan pengusahaan SDA
- Penguatan posisi dan peran Perusahaan sebagai BUMN pengelolaan dan pengusahaan SDA

- *Optimizing the utilization of Water Resources in an efficient, effective, innovative and sustainable manner with the objective of maintaining the sustainability and management of Water Resources and derivatives.*
- *Enhancing the capacity and capability of Human Resources in optimizing the management and utilization of Water Resources.*
- *Digitalizing systems and technology to support the processes and operations of Water Resources management and utilization.*
- *Strengthening the Company's position and role as a State-Owned Enterprise (BUMN) in Water Resources management and utilization.*

Visi dan Misi ini diperbarui saat penyusunan dan penetapan Rencana Kerja dan Anggaran Perusahaan (RKAP) 2025.

The Company's Vision and Mission have been determined based on the 2025 Corporate Work Plan and Budget (RKAP).

Tagline Perusahaan
Company Tagline

Air Untuk Menghidupi Negeri
Water for Wellness

Kompetensi Inti Perusahaan
Company Core Competencies

1.

Pengelolaan Sumber Daya Air (SDA)
Management of Water Resources (SDA)

2.

Pengembangan Energi Baru dan Terbarukan dengan memanfaatkan potensi Sumber Daya Air (SDA).
Development of New and Renewable Energy by utilizing the potential of Water Resources (SDA)

Akhlak BUMN dan Nilai-Nilai Utama
Akhlak BUMN and Core Values

KOMPETEN/*COMPETENT*

Terus belajar dan mengembangkan kapasitas
Competent, Continue to learn and develop capacity

AMANAH/*TRUSTWORTHY*

Memegang teguh kepercayaan yang diberikan
Trustworthy, Hold on to the trust

HARMONIS/ *HARMONIOUS*

Saling peduli dan menghargai perbedaan
Care for each other and respect differences

AKHLAK

Loyal/ *Loyal*

Berdedikasi dan mengutamakan kepentingan Bangsa dan Negara
Dedicated and prioritizing the interests of the Nation and the State.

Adaptif/ *Adaptive*

Terus berinovasi dan antusias dalam menggerakkan ataupun menghadapi perubahan
Continue to innovate and enthusiastic in moving or facing change

Kolaboratif/ *Collaborative*

Membangun kerjasama yang strategis
Build synergistic cooperation

BRANDING PERUSAHAAN

Company Branding

Jasa Tirta II

Air Untuk Menghidupi Negeri

Filosofi Logo

Logo Philosophy

Perusahaan telah mengubah logonya dan disahkan berdasarkan Peraturan Direksi Perum Jasa Tirta II Nomor: PRD-8/DIR/03/2025 tentang Pedoman Tata Naskah Dinas Perum Jasa Tirta II. Hal ini merupakan pertama kalinya sejak Perum Jasa Tirta II didirikan.

Logo Perusahaan merupakan representasi dari bentuk tetesan air, sebagai manifestasi filosofi air yang mengajarkan kerendahan hati, kebaikan, kegigihan, fleksibilitas, dan keseimbangan.

The Company has changed its logo, which was ratified based on the Regulation of the Board of Directors of Perum Jasa Tirta II No. 1/DIR/35/PRD-PED/2017 concerning the Fifth Amendment to the Regulation of the Board of Directors of Perum Jasa Tirta II No. 1/01/PRT/2014 concerning the Guidelines for Official Manuscript Governance of Perum Jasa Tirta II. This marks the first time such a change has occurred since the establishment of Perum Jasa Tirta II.

The Company logo is a representation of the shape of water droplets, as a manifestation of water philosophy that teaches humility, kindness, tenacity, flexibility, and balance.

Tagline

Tagline

Air Untuk Menghidupi Negeri, memberikan pemahaman bahwa Perusahaan sebagai Perusahaan Pengelola Sumber Daya Air (SDA) berkomitmen untuk selalu memberikan kontribusi dan manfaat untuk kesejahteraan dan kemakmuran negeri dan menjaga SDA tersebut untuk keberlangsungan negeri.

The tagline provides an understanding that the Company as a Water Resources Management Company (SDA) is committed to always contribute and benefit to the welfare and prosperity of the country and maintain the water resources for the sustainability of the country.

HIJAU | Green
R = 153 G = 204 B = 51
C = 47 M = 0 Y = 100 K = 0

ABU-ABU | Grey
R = 102 G = 102 B = 102
C = 62 M = 53 Y = 53 K = 25

BIRU MUDA | Light Blue
R = 0 G = 157 B = 224
C = 78 M = 23 Y = 0 K = 0

MERAH | Red
R = 255 G = 0 B = 0
C = 0 M = 100 Y = 100 K = 0

BIRU TUA | Dark Blue
R = 0 G = 74 B = 169
C = 100 M = 83 Y = 5 K = 0

Warna
Color

Gradasi warna menunjukkan Langka Besar yang diambil PJT II dan Aspirasi Perusahaan terhadap masa depan yang lebih Positif dan Dinamis.

Warna Biru:
Mencerminkan Perusahaan yang andal, dapat dipercaya, dan bertanggung jawab.

Warna Putih:
Melambangkan kesucian amanah yang diemban Perusahaan dalam berkontribusi membangun kemakmuran bangsa lintas generasi.

Warna Merah:
Mencerminkan keuletan dan ketegasan serta keberanian Perusahaan dalam menghadapi berbagai macam tantangan.

Warna Hijau:
Mencerminkan pengelolaan sumber daya air yang berwawasan lingkungan.

The color gradation shows the Big Step taken by PJT II and the Company's Aspiration towards a more Positive and Dynamic future.

The Blue:
Reflects a reliable, trustworthy, and responsible Company.

The White:
Symbolizes the sanctity of the trust that the Company carries in contributing to build the nation's prosperity across generations.

The red:
Reflects the resilience, firmness, and courage of the Company in the face of various challenges

The green:
Reflects the management of water resources that are environmentally sound.

KEGIATAN USAHA SERTA PRODUK DAN JASA

Business Activities, Product and Services

Tujuan Perusahaan

Company's Objectives

Berdasarkan Peraturan Pemerintah (PP) Nomor 25 Tahun 2022 tentang Perusahaan Umum (Perum) Jasa Tirta II, maksud dan tujuan Perusahaan adalah turut melaksanakan dan menunjang kebijakan dan program Pemerintah di bidang ekonomi dan pembangunan Nasional pada umumnya, terutama di bidang Pengusahaan dan Pengelolaan Sumber Daya Air, serta optimalisasi pemanfaatan sumber daya Perusahaan untuk menghasilkan barang dan jasa berdasarkan prinsip pengelolaan Perusahaan yang sehat.

In accordance with Government Regulation (PP) No. 25 Year 2022 on Public Company (Perum) Jasa Tirta II, the purpose and objective of the Company is to participate in implementing and supporting Government policies and programs in the field of national economy and development in general, particularly in the field of Water Resources Enterprise and Management, as well as optimizing the use of Company resources to produce goods and services based on sound corporate management principles.

Bidang Usaha

Line of Business

Sesuai dengan Peraturan Pemerintah No. 25 Tahun 2022 tentang Perum Jasa Tirta II, profil Perum Jasa Tirta II adalah:

- Penguasaan SDA: penyediaan air baku, air bersih, PLTA dan PLTMH, pengembangan SPAM, hotel & pariwisata, laboratorium, sewa lahan.
- Pengelolaan SDA: penyediaan air irigasi, pelayanan & penjaminan ketersediaan air, konservasi, pelaksanaan OP prasarana SDA, pengendalian banjir.
- 5 Wilayah Sungai: WS Citarum, sebagian WS Ciliwung-Cisadane, Cimanuk-Cisanggarung, Ciujung-Cidurian, Way Sekampung-Way Seputih.
- Wilayah Kerja: Provinsi DKI Jakarta; Provinsi Jawa Barat meliputi Kab./Kota Bandung, Kab. Indramayu, Kab. Subang, Kab. Purwakarta, Kab. Karawang, Kab./Kota Bekasi, Kab./Kota Bogor, Kab. Sumedang, dan Kab. Cirebon; Provinsi Banteng; Provinsi Lampung.

In accordance with Government Regulation (PP) No. 25 Year 2022 on Public Company (Perum) Jasa Tirta II.

- *Natural Resources Control: Raw Water Supply, Clean Water, Hydropower and MHP, SPAM Development, Hotel & Tourism, Laboratory, Land Lease.*
- *Natural Resources Control: Irrigation Water Supply, Services & Water Availability Assurance, Conservation, Implementation of Natural Resources Infrastructure OP, Flood Control.*
- *5 River Areas: Citarums River Basin as Ciliwung-Cisadane, Cimanuk-Cisanggarung, Ciujung-Cidurian, Way Sekampung-Way Seputih River Basins.*
- *Working Areas: Prov. DKI Jakarta, Prop.*
- *West Java includes: Bandung district, Indramayu district, Subang district, Purwakarta district, Karawang district, Bekasi district, Bogor district, Sumedang district, Cirebon district, Banten province and Prop. Lampung.*

Kegiatan Usaha
Business Activities

Dalam melaksanakan maksud dan tujuannya sesuai dengan Peraturan Pemerintah No. 25 Tahun 2022, Perusahaan melakukan kegiatan usaha utama dan dapat melakukan kegiatan usaha berupa:

- Pelayanan air baku untuk air minum, industri, pertanian, penggelontoran, Pelabuhan, pembangkit tenaga listrik, dan pemenuhan kebutuhan air lainnya;
- Penyediaan tenaga listrik kepada PT Perusahaan Listrik Negara dan/atau selain PT Perusahaan Listrik Negara sesuai ketentuan peraturan perundang-undangan;
- Penyelenggaraan pengembangan SPAM secara lokal dan/atau regional sampai dengan unit produksi, beserta perlengkapan dan perangkat operasionalnya bagi pemenuhan kebutuhan air minum dan/atau penyelenggaraan SPAM lainnya, dengan didasarkan pada rencana induk pengembangan SPAM yang ditetapkan Pemerintah Pusat dan/atau Pemerintah Daerah;
- Mengembangkan pembangkit listrik melalui Energi Baru Terbarukan (EBT);
- Perikanan budi daya pada sumber air;
- Usaha air bersih untuk kebutuhan industri termasuk tetapi tidak terbatas pada membantu proses produksi, seperti air untuk sistem pendingin mesin;
- Melakukan eksplorasi, eksploitasi, dan pemurnian bahan tambang dari sumber air; dan
- Melakukan kegiatan usaha dalam rangka optimalisasi pemanfaatan potensi sumber daya yang dimiliki Perusahaan.

In carrying out the purposes and objectives of the Company in accordance with Government Regulation No. 25 of 2022, the Company carries out the main business activities and can carry out business activities in the form of:

- *Raw water services for drinking water, industry, agriculture, drainage, ports, power plants and fulfilment of other water needs;*
- *Provision of electricity to PT Perusahaan Listrik Negara and/or other than PT Perusahaan Listrik Negara in accordance with the provisions of laws and regulations;*
- *The development of SPAM locally and / or regionally up to the production unit, along with its operational equipment and devices for the fulfilment of drinking water needs and / or other SPAM providers, based on the SPAM development master plan stipulated by the Central Government and / or Regional government;*
- *Developing power plants through New*
- *Renewable Energy (EBT);*
- *Aquaculture fisheries on Water Sources;*
- *Clean water business for industrial needs including but not limited to assisting the Production process, such as water for engine cooling systems;*
- *Conducting exploration, exploitation, and refining of mining materials from Water Sources; and*
- *Conducting business activities in order tooptimize the benefits of the potential resources owned by the Company.*

Produk dan Jasa
Product and Services

Pembangkit dan Penyaluran Tenaga Listrik

Perum Jasa Tirta II mengelola Pembangkit Listrik Tenaga Air Ir. H. Djuanda di Jatiluhur. Hingga saat ini, daya terpasang pada PLTA Ir. H. Djuanda telah meningkat menjadi 187,5 MW. Realisasi produksi listrik tahun 2025 sebesar 911.912.180 kwh.

Penyediaan Air Baku

Sebagai pengelola sumber daya air, secara keseluruhan Perum Jasa Tirta II telah mendistribusikan air baku sebanyak 1.297.705.821 m3. Penyaluran tersebut untuk didistribusikan ke PAM Jaya dan 20 PDAM Kab./Kota di wilayah DKI Jakarta, Bekasi, Karawang, Purwakarta, Subang, Indramayu, Bogor, Cirebon, dan Bandung. Selain itu, juga disalurkan ke sejumlah industri di wilayah Bekasi, Karawang, Purwakarta, dan Bandung.

Kepariwisataan

Demi memanfaatkan potensi wisata yang ada, Perum Jasa Tirta II telah membangun berbagai fasilitas seperti hotel, resort, bungalow, restoran, dan wahana rekreasi air. Fasilitas pariwisata di kawasan Bendungan Ir. H. Djuanda Jatiluhur telah dilengkapi bangunan hotel Bintang empat dengan nama Jatiluhur Valley and Resort, yang beroperasi sejak tahun 1967.

Di kawasan hotel ini, terdapat 33 bungalow dengan 30 kamar hotel dan 7 ruang pertemuan, di mana 5 diantaranya berada di Gedung Graha Vidya, terdiri dari 1 ruang pertemuan utama berkapasitas maksimum 60 orang, serta 2 ruang pertemuan terpisah berada di kawasan Restoran Istora dengan kapasitas masing-masing 80 orang. Kawasan pariwisata dilengkapi juga dengan fasilitas kolam renang dan rekreasi air berupa *(waterboom)* dengan nama Jatiluhur *Water World* (JWW), kapal pesiar, ski air boating, dan lain sebagainya.

Electricity Generation and Distribution

Perum Jasa Tirta II manages the Ir. H. Djuanda Hydroelectric Power Plant in Jatiluhur. To date, the installed capacity of the Ir. H. Djuanda Hydroelectric Power Plant has increased to 187.5 MW, with electricity production in 2024 reaching 911.912.180 million kWh.

Raw Water Supply

As a water resources management entity, Perum Jasa Tirta II has distributed a total of 1.297.705.821 million m3 of raw water. The distribution was supplied to PAM Jaya and 20 regional water utilities (PDAM) across the municipalities and regencies of DKI Jakarta, Bekasi, Karawang, Purwakarta, Subang, Indramayu, Bogor, Cirebon, and Bandung. In addition, raw water was also delivered to several industries located in Bekasi, Karawang, Purwakarta, and Bandung.

Tourism

To optimize its tourism potential, Perum Jasa Tirta II has developed various facilities such as hotels, resorts, bungalows, restaurants, and water recreation attractions. The tourism facilities in the Ir. H. Djuanda Jatiluhur Dam area include a four-star hotel named Jatiluhur Valley and Resort, which has been in operation since 1967.

In this hotel area, there are 33 bungalows with 30 hotel rooms, and 7 meeting rooms, 5 of which are located in the Graha Vidya Building (consisting of 1 main meeting room with a maximum capacity of 60 people), and 2 separate meeting rooms located in the Istora Restaurant area with a capacity of 80 people each. The tourism area is also equipped with a swimming pool and water recreation facilities in the

Pemanfaatan Lahan

Sebagai upaya optimalisasi dan pengamanan aset Perusahaan, Perum Jasa Tirta II melakukan pemanfaatan lahan yang berupa lahan pertanian dan non pertanian seluas 5.579,74 ha melalui sistem sewa dan kerja sama usaha dengan berbagai instansi, baik Badan Usaha Milik Negara (BUMN) atau swasta.

Jasa Laboratorium Lingkungan

Perum Jasa Tirta II juga menyediakan Jasa Pelayanan Laboratorium yang telah terakreditasi ISO/IEC 17025 oleh Komite Akreditasi Nasional dan terdaftar pada Kementerian Lingkungan Hidup sebagai laboratorium lingkungan. Selain itu, Perusahaan juga memiliki Quality Assurance Proficiency Test dari Era Water Company, Canada. Beberapa perusahaan besar industri makanan dan minuman di Indonesia, seperti ABC dan Indofood, telah menggunakan jasa laboratorium milik PJT II. Kemudian rumah sakit, perhotelan, serta pabrik tekstil dan kertas berskala besar juga telah menggunakan jasa pelayanan laboratorium milik Perusahaan selama ini.

Pengembangan Sistem Penyediaan Air Minum (SPAM)

Perum Jasa Tirta II mengoptimalkan pengelolaan sumber daya air dengan memperluas usahanya di bidang sistem penyediaan air minum (SPAM). Kontribusi Perusahaan dalam bisnis SPAM ini adalah menyediakan air bersih untuk Perusahaan Daerah Air Minum (PDAM), industri, dan masyarakat. Pengembangan SPAM diselenggarakan secara lokal dan/atau regional sampai dengan unit produksi, serta perlengkapan dan perangkat operasionalnya bagi pemenuhan kebutuhan air minum dan/atau penyelenggaraan SPAM lainnya.

form of a waterboom under the name Jatiluhur Water World (JWW), cruise ships, water ski boating, and so on.

Land Utilisation

As part of efforts to optimize and safeguard the Company's assets, Perum Jasa Tirta II utilizes 5,579.74 hectares of land, comprising agricultural and non-agricultural areas, through lease arrangements and business partnerships with various institutions, both State-Owned Enterprises (SOEs) and private entities.

Environmental Laboratory Services

Perum Jasa Tirta II (PJT II) also provides Laboratory Services accredited with ISO/IEC 17025 by the National Accreditation Committee and registered with the Ministry of Environment and Forestry (KLHK) as an environmental laboratory. In addition, it has obtained a Quality Assurance Proficiency Test from Era Water Company, Canada. Several major food and beverage companies in Indonesia, such as ABC and Indofood, have utilized PJT II's laboratory services. Furthermore, hospitals, hotels, as well as large-scale textile and paper industries have also made use of PJT II's laboratory services to date.

Development of Drinking Water Supply System

Perum Jasa Tirta II has optimized water resource management by expanding its operations in the drinking water supply system (SPAM) sector. The Company's contribution to the water supply business is to provide clean water to Regional Water Supply Companies (PDAM), industry, and the public. Water supply system development is carried out at the local and/or regional levels, including production facilities, as well as the necessary equipment and operational infrastructure, to meet drinking water needs and/or support other water supply system operations.

Pengembangan Usaha Air Minum Dalam Kemasan (AMDK)

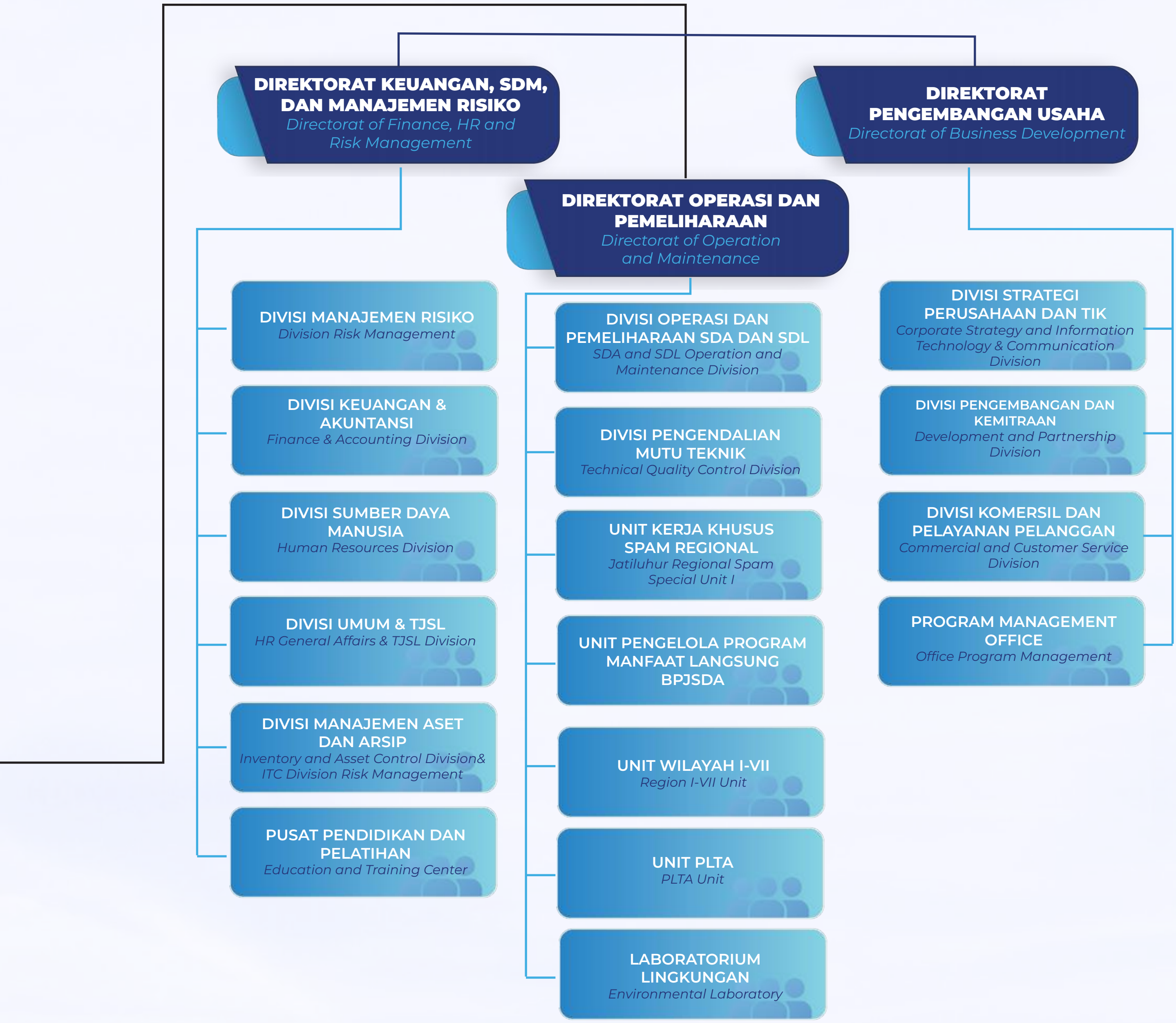
Di tahun 2025, Perusahaan belum melanjutkan kembali pengembangan usaha penyediaan air minum dalam kemasan, dengan berbagai pertimbangan yang ada.

Bottled Drinking Water

As of 2025, the Company has not resumed its bottled drinking water business, due to various considerations.

Struktur Organisasi

Organization Structure


DIREKTORAT KEUANGAN, SDM, DAN MANAJEMEN RISIKO
Directorat of Finance, HR and Risk Management
DIREKTORAT PENGEMBANGAN USAHA
Directorat of Business Development
DIREKTORAT OPERASI DAN PEMELIHARAAN
Directorat of Operation and Maintenance
DIVISI MANAJEMEN RISIKO
Division Risk Management
DIVISI KEUANGAN & AKUNTANSI
Finance & Accounting Division
DIVISI SUMBER DAYA MANUSIA
Human Resources Division
DIVISI UMUM & TJSL
HR General Affairs & TJSL Division
DIVISI MANAJEMEN ASET DAN ARSIP
Inventory and Asset Control Division& ITC Division Risk Management
PUSAT PENDIDIKAN DAN PELATIHAN
Education and Training Center
DIVISI OPERASI DAN PEMELIHARAAN SDA DAN SDL
SDA and SDL Operation and Maintenance Division
DIVISI PENGENDALIAN MUTU TEKNIK
Technical Quality Control Division
UNIT KERJA KHUSUS SPAM REGIONAL
Jatiluhur Regional Spam Special Unit I
UNIT PENGELOLA PROGRAM MANFAAT LANGSUNG BPJSDA
UNIT WILAYAH I-VII
Region I-VII Unit
UNIT PLTA
PLTA Unit
LABORATORIUM LINGKUNGAN
Environmental Laboratory
DIVISI STRATEGI PERUSAHAAN DAN TIK
Corporate Strategy and Information Technology & Communication Division
DIVISI PENGEMBANGAN DAN KEMITRAAN
Development and Partnership Division
DIVISI KOMERSIL DAN PELAYANAN PELANGGAN
Commercial and Customer Service Division
PROGRAM MANAGEMENT OFFICE
Office Program Management

KEANGGOTAAN ASOSIASI
Association Membership

Dalam pengembangan usahanya, Perum Jasa Tirta II tergabung dalam beberapa organisasi nasional maupun internasional sebagai berikut:

- Komite Nasional Indonesia untuk Bendungan Besar (KNIBB). Organisasi profesi nirlaba di Indonesia yang fokus pada teknologi bendungan besar dan berafiliasi organisasi internasional "*International Commission on Large Dams* (ICOLD).
- *Network of Asian River Basin Organizations* (NARBO). Sebuah jaringan internasional yang didirikan oleh Asian Development Bank (ADB) bersama Japan Water Agency. Tujuan badan ini adalah untuk mempromosikan Pengelolaan Sumber Daya Air Terpadu di wilayah Asia.
- *International Commission on Irrigation and Drainage* (ICID) – *Comite International des Digues et des Barrges* (CIDD). Organisasi ilmiah dan teknis nirlaba internasional yang fokus pada manajemen irigasi, drainase, dan pengendalian banjir guna mewujudkan ketahanan pangan dan air.

As part of its business development, Perum Jasa Tirta II is a member of the following national and international organizations:

- *Indonesian National Committee on Large Dams (KNIBB). A non-profit professional organization in Indonesia focusing on large dam technology, affiliated with the international organization, the International Commission on Large Dams (ICOLD).*
- *Network of Asian River Basin Organizations (NARBO). An international network established by the Asian Development Bank (ADB) in collaboration with the Japan Water Agency. The objective of this body is to promote Integrated Water Resources Management (IWRM) in the Asian region.*
- *International Commission on Irrigation and Drainage (ICID) – Comite International des Digues et des Barrages (CIDD) An international non-profit scientific and technical organization focusing on irrigation, drainage, and flood control management to achieve food and water security.*

SUSUNAN DAN PROFIL DEWAN PENGAWAS

Composition and Profile of the Board of Supervisors

Per 31 Desember 2025, susunan Dewan Pengawas Perusahaan adalah sebagai berikut:

As of December 31, 2025, the composition of the Company's Supervisory Board is as follows:

Kelik Wirawan Wahyu Widodo*

*Purna tugas per tanggal 21 Oktober 2025 /Retired as of October 21, 2025

Ketua Dewan Pengawas
Chairman of the Supervisory Board

Fatkhurohman Taufik

Anggota Dewan Pengawas
Member Supervisory Board

Fatkhurohman Taufik; Surabaya, 45 tahun
Beliau menjabat sebagai Anggota Dewan Pengawas Perusahaan berdasarkan Surat Keputusan Menteri BUMN No. SK-124/MBU/09/2022 tertanggal 21 September 2022 tentang Pemberhentian dan Pengangkatan Anggota Dewan Pengawas Perusahaan Umum (Perum) Jasa Tirta II. Beliau juga menjabat sebagai Staf Khusus Menteri Sosial Bidang Media sejak tahun 2025. Pernah menjadi Staf Khusus Komisaris Utama PTPN X tahun 2019 – 2020, dan Staf Khusus Komisaris Utama PTPN III (holding) tahun 2020 - 2021. Sebelumnya, beliau pernah menjabat sebagai jurnalis di Tempo Media (2004 – 2014), Editor di Suara Surabaya (2014 – 2018), dan Redaktur Pelaksana di Ngopibareng.id (2017 – 2021).

Beliau memperoleh gelar Sarjana Ilmu Komunikasi dari Universitas Islam Negeri (UIN) Sunan Ampel, Surabaya, tahun 2004. Dalam rangka mendukung pengembangan kompetensi dan peningkatan kapabilitas profesional, beliau memiliki sertifikasi *Qualified Risk Governance Professional* (QRGP) dan pada tahun 2025, beliau mengikuti pelatihan Analisis Laporan Keuangan (IAI Jawa Barat) dan *Compliance Management Based on* ISO 37301 (CRMS).

He serves as a Member of the Supervisory Board of Perum Jasa Tirta II based on SK-214/MBU/09/2022 dated 21 September 2022 concerning Dismissal and Appointment of Members of the Supervisory Board of Public Company (Perum) Jasa Tirta II. He has also served as Special Staff to the Minister of Social Affairs for Media Affairs since 2025. He previously served as Special Staff to the Chairman of the Board of Commissioners of PTPN X from 2019 to 2020, and as Special Staff to the Chairman of the Board of Commissioners of PTPN III (holding company) from 2020 to 2021. Previously, he worked as a journalist at Tempo Media (2004–2014), an editor at Suara Surabaya (2014–2018), and managing editor at Ngopibareng.id (2017–2021).

He received a Bachelor of Communication Science degree from the Sunan Ampel State Islamic University (UIN) Surabaya in 2004. To support the development of his competencies and enhance his professional capabilities, he holds the Qualified Risk Governance Professional (QRGP) certification, and in 2025, he participated in training courses on Financial Statement Analysis (IAI West Java) and Compliance Management Based on ISO 37301 (CRMS).

SUSUNAN DAN PROFIL DIREKSI

Composition and Profile of the Board of Directors

Per 31 Desember 2025, susunan Direksi Perusahaan adalah sebagai berikut:

As of December 31, 2025, the Company's Board of Directors is composed of the following members:

Imam Santoso

Direktur Utama
President Director

Imam Santoso; Jakarta, 67 tahun
Beliau menjabat sebagai Direktur Utama berdasarkan Surat Keputusan Menteri BUMN No. SK-350/MBU/10/2020 tertanggal 27 Oktober 2020 tentang Pemberhentian dan Pengangkatan Direktur Utama Perusahaan Umum (Perum) Jasa Tirta II. Sebelumnya, menjabat sebagai Komisaris Utama PT Wijaya Karya (Persero) tahun 2017-2019, dan Direktur Jenderal Sumber Daya Air Kementerian PUPR.

Beliau memperoleh gelar Sarjana Teknik Sipil dari Universitas Gajah Mada, Yogyakarta, tahun 1982; Master of Sains dari Institute of Irrigation and Water Resources, Southampton University, tahun 1990; dan gelar Doktor dari Universitas Diponegoro, Semarang, tahun 2018. Di tahun 2025, beliau mengikuti pelatihan Analisis Laporan Keuangan, *Risk Governance Master Class*, *Risk Beyond International Conference* dan *Navigating Strategic Risk in Decision-Making Process*.

He served as President Director based on SK-350/ MBU/10/2020 dated 27 October 2020 regarding the Dismissal and Appointment of the President Director of Jasa Tirta II Public Company (Perum). Previously, has served as President Commissioner of PT Wijaya Karya (Persero), and Director General of Water Resources, Ministry of PUPR.

He earned a Bachelor's degree in Civil Engineering from UGM in 1982, Master of Science from the Institute of Irrigation And Water Resources Southampton University in 1990, and a Doctorate from Diponegoro University in 2018. In 2025, he participated in training courses on Financial Statement Analysis, the Risk Governance Master Class, the Risk Beyond International Conference, and Navigating Strategic Risk in the Decision-Making Process.

Dikdik Permadi Yoffana

Direktur Pengembangan Usaha
Bussines Development Director

Dikdik Permadi Yoffana; Jakarta, 53 tahun Beliau menjabat sebagai Direktur Pengembangan Usaha sejak 29 Desember 2021 berdasarkan Surat Keputusan Menteri BUMN No. SK-420/MBU/12/2021 tentang Pemberhentian, Pengalihan Tugas, dan Pengangkatan Anggota-Anggota Direksi Perusahaan Umum (Perum) Jasa Tirta II. Sebelumnya, menjabat sebagai Direktur Utama PT Pengusahaan Daerah Industri Pulau Batam (Persero) tahun 2020-2021, Direktur Business Advisory & Asset Management PT Perusahaan Pengelola Aset (Persero) tahun 2019-2020, Komisaris Utama PT PPA Finance, Anak Perusahaan PT PPA (Persero) tahun 2019-2020.

Beliau memperoleh gelar Sarjana Ekonomi dari Universitas Padjajaran, Bandung, tahun 1995, dan *Master of Business Administration* (MBA) dari Universitas Gajah Mada, Yogyakarta, tahun 2019. Di tahun 2025, beliau mengikuti pelatihan Risk Beyond: *Risk Governance Master Class*, BY ERMA dan Jenjang Kualifikasi 5 Bidang Pasar Modal Subbidang Pengelolaan Investasi by Divisi ITB Grup.

He has served as Director of Operations and Maintenance of Tirta II Services since 29 December, 2021 based on the Decree of the Minister of SOEs No. SK - 196/ MBU/06/2020 concerning Termination of Changes in Position Nomenclature and Appointment of Directors of Public Companies/Perum Jasa Tirta II. Previously, he has served as President Director of PT Batam Island Industrial Area (Persero) from 2020-2021. Director of Business Advisory & Asset Management of PT Asset Management Company (Persero) from 2019 to 2020, President Commissioner of PT PPA Finance, a subsidiary of PT PPA (Persero) from 2019-2020.

He obtained his Bachelor of Economics from Universitas Padjadjaran (1995) and Master of Business Administration (MBA) from Universitas Gadjah Mada (2019). In 2025, In 2025, he participated in the "Risk Beyond: Risk Governance Master Class" training program, organized by ERMA, and completed Level 5 of the Capital Markets Qualification Program in the Investment Management subfield, offered by the ITB Group Division.

PROFIL PEJABAT EKSEKUTIF

Executive Officer Profile

Rimpun Rajab Harahap

53 tahun / *53 years old*

Sekretaris Perusahaan

Corporate Secretary

Memperoleh gelar Sarjana Ekonomi Manajemen dari Universitas Prof. Dr. Moestopo (Beragama), Jakarta, tahun 1997, dan Magister Manajemen dari Universitas Budi Luhur, Jakarta, tahun 2012.

Obtained a Bachelor's degree in Management Economics from the University Prof. Dr. Moestopo (Beragama) (1997) and Master of Management from Budi Luhur University (2012).

Bima Triputranto

52 tahun / *52 years old*

Spesialis Hukum Utama II, Sekretariat Perusahaan

Senior Legal Specialist II, Corporate Secretariat

Memperoleh gelar Sarjana Hukum dari Universitas Parahyangan Tahun 1996 dan gelar Spesialis Satu Notariat dari Universitas Padjajaran Tahun 1999.

Obtained a Bachelor of Laws degree from Parahyangan University in 1996 and a Level I Notary Specialist degree from Padjajaran University in 1999.

Dadang Hidayat

52 tahun / *52 years old*

Kepala Satuan Pengawasan Intern

Head of Internal Audit

Memperoleh gelar Sarjana Teknik Mesin dari Universitas Pasundan, Bandung, tahun 1997, dan Magister Teknik Mesin dari Institut Sains dan Teknologi Nasional, Jakarta, tahun 2012.

Holds a Bachelor of Engineering degree majoring in Mechanical Engineering from the University of Pasundan (1997) and a Master's degree in Mechanical Engineering from the University of ISTN (2012).

Imas Aan
53 tahun / *53 years old*
Kepala Divisi Pengendalian Kinerja dan Sistem Manajemen
Head of the Division of Performance Control, Risk and Management Systems

Memperoleh gelar Sarjana dari Ikopin Jatinangor, Bandung, tahun 1996, dan Magister Keuangan dari Universitas Tama Jagakarsa, Jakarta, tahun 2005.

She obtained a bachelor's degree from Ikopin Jatinangor (1996) and a Masters in Finance from the University of Tama Jagakarsa (2005).

Dindin Hendriana
54 tahun / *54 years old*
Auditor Utama I,
Bidang Pemeriksaan, Satuan Pengawasan Intern
Special Expertise Level I,
Field of Examination, Internal Audit Unit I

Memperoleh gelar Sarjana Teknik dari Itenas, Bandung, tahun 1997.

Obtained a Bachelor's degree in Engineering from ITENAS (1997).

Heri Hermawan
53 tahun / *53 years old*
Kepala Divisi Keuangan dan Akuntansi
Head of Finance and Accounting Division

Memperoleh gelar Sarjana Ekonomi Manajemen dari Universitas Islam Bandung, tahun 1997.

Obtained undergraduate degree in Economics majoring in Management from the Islamic University, Bandung (1997).

Euis Rina Rismayanti
53 tahun / *53 years old*
Kepala Divisi Sumber Daya Manusia
Head of Human Resources Division

Memperoleh gelar Sarjana Ekonomi dari Unisba, Bandung, tahun 1996 dan Magister Manajemen dari Universitas Tama Jagakarsa, Jakarta, tahun 2005.

Obtained a Bachelor's degree in Economics from Unisba and Master Management from Tama Jagakarsa University.

Teguh Huriarso
50 tahun / *50 years old*
Kepala Divisi Manajemen Risiko
Head of Risk Management Division

Memperoleh gelar Sarjana Hukum dari Universitas Jenderal Soedirman Tahun 1998, dan Magister Hukum dari Universitas Krisnadwipayana, tahun 2018.

Obtained a Bachelor of Laws degree from Jenderal Soedirman University in 1998 and a Master of Laws degree from Krisnadwipayana University in 2018.

Dewi Syafitri
56 tahun / *56 years old*
Kepala Divisi Umum dan TJSL
Head of General Division and TJSL

Memperoleh gelar Sarjana Teknik Sipil dari Universitas Pancasila, Jakarta, tahun 1995.

Obtained a Bachelor of Engineering degree in Civil Engineering from the University of Pancasila (1995).

Deri Damanhuri
54 tahun / *54 years old*
Kepala Divisi Manajemen Aset & Arsip
Head of Inventory, Asset Control and Archives Division

Memperoleh gelar Sarjana Ekonomi Manajemen dari Universitas Pasundan, Bandung, tahun 1994, dan Magister Manajemen dari Universitas Widyatama, Bandung tahun 2010.

Obtained a Bachelor's degree in Management Economics from UNPAS. Master's Degree in Management from Widyatama University.

Herry Rachmadyanto

49 tahun / *49 years old*

Kepala Divisi Operasi dan Pemeliharaan SDA dan SDL

Head of Operation and Maintenance Division of SDA and SDL

Memperoleh gelar Sarjana Teknik dari Institut Teknologi Bandung, tahun 2000, Magister Manajemen dari Universitas Gajah Mada, Yogyakarta, tahun 2005, dan Master of Science dari IHE Delft Institute for Water Education, Belanda, tahun 2010.

Obtained a bachelor's degree in engineering from ITB in 2000, Master of Management from UGM in 2005, and Master of Water Engineering from Institute For Water Education, Netherlands in 2010.

Budiyo

53 tahun / *53 years old*

Kepala Divisi Pengendalian Mutu Teknik

Head of the Technical Quality Control Division

Memperoleh gelar Sarjana Teknik dari Itenas, Bandung, tahun 1998.

Obtained a Bachelor's degree in Engineering from ITENAS (1998).

Ade Ferry Firmansyah

51 tahun / *51 years old*

Kepala Divisi Strategi Perusahaan dan TIK

Head of the Corporate Strategy and ICT Division

Memperoleh gelar Sarjana Ekonomi dari Universitas Islam Indonesia, Yogyakarta, tahun 1998, dan Magister Manajemen dari Universitas Indonesia, Jakarta, tahun 2004.

Obtained a bachelor's degree in economics from the Islamic University of Indonesia (1998) and a Masters in Management from the University of Indonesia (2004).

Udien Yulianto

55 tahun / *55 years old*

General Manager Unit Wilayah I

General Manager of Regional Unit I

Memperoleh gelar Sarjana Pengairan dari Universitas Brawijaya, Malang, tahun 1994, dan Master Teknik Pengairan dari University of Roorkee, India, tahun 2006.

Obtained a bachelor's degree in irrigation from the University of Brawijaya, Master of Water Engineering from the University of Roorkee India.

John Rico

54 tahun / *54 years old*

General Manager Unit Wilayah II

General Manager of Regional Unit II

Memperoleh gelar Sarjana Teknik Sipil dari Universitas Andalas, Padang, tahun 1996, dan Master Teknik Pengairan dari Institut Teknologi Bandung (ITB), Bandung, tahun 2003.

Obtained a Bachelor's degree in Civil Engineering from Andalas University (1996), and a Master of Water Engineering from ITB Bandung in 2003.

Fembri Setyawan

50 tahun / *50 years old*

General Manager Unit Wilayah III

General Manager of Regional Unit III

Memperoleh gelar Sarjana Teknik Pengairan dari Universitas Brawijaya, Malang, tahun 2000.

Obtained Bachelor's degree in Water Engineering from Brawijaya University, Malang (2000).

Anom Soal Herudjito

51 tahun / *56 years old*

General Manager Unit Wilayah IV

General Manager of Regional Unit IV

Memperoleh gelar Sarjana Teknik Sipil dari Institut Teknologi Bandung (ITB), Bandung, tahun 1997, dan Magister Teknik Sipil dari ITB, Bandung, tahun 2007.

Obtained undergraduate degree in Civil Engineering from Bandung Institute of Technology (1997) and a Master degree in Civil Engineering from the Bandung Institute of Technology (2007).

Cucu Harnanto

54 tahun / *54 years old*

General Manager Unit Wilayah V

General Manager of Regional Unit V

Memperoleh gelar Sarjana Teknik Elektro dari STTNas, Yogyakarta, tahun 1996, dan Master Management dari Universitas Bhayangkara, Jakarta, tahun 2017.

Obtained a Master's degree from Bhayangkara University, Jakarta in 2017 and a Bachelor's degree in Electrical Engineering from STTNas Yogyakarta.

Budy Gunady

54 tahun / *54 years old*

General Manager Unit Wilayah VI

General Manager of Regional Unit VI

Memperoleh gelar Sarjana Teknik Geologi dari Universitas Padjajaran, Bandung, tahun 1995, dan Magister Pengelolaan Sumber Daya Air dari Institut Teknologi Bandung (ITB), Bandung, tahun 2010.

Obtained degree in Geological Engineering from Padjajaran University, Bandung, in 1995, and a Master's degree in Water Resources Management from the Bandung Institute of Technology (ITB), Bandung, in 2010.

Emil Muhammad Nur

49 tahun / *49 years old*

General Manager Unit Wilayah VII

General Manager of Regional Unit VII

Memperoleh gelar Sarjana Elektro dari Universitas Jenderal Ahmad Yani, Bandung, tahun 1998.

Obtained a Bachelor's degree in Electrical Engineering from Univ General Ahmad Yani in 1998.

Agus Kusnadi

55 tahun / *55years old*

General Manager PLTA

General Manager of Hydroelectric Power

Memperoleh gelar Sarjana Teknik Mesin dari Universitas Pasundan, Bandung, tahun 1996, dan Master Engineering dari Universitas Padjajaran, Bandung, tahun 2009.

Obtained a Bachelor's degree in Mechanical Engineering from Pasundan University, Bandung, in 1996, and a Master's degree in Engineering from Padjajaran University, Bandung, in 2009.

Bima Kawindra

54 tahun / *54 years old*

Kepala Unit Kerja Khusus SPAM Regional

Head of Regional SPAM Special Work Unit

Memperoleh gelar Sarjana Teknik Sipil dari Universitas Diponegoro, Semarang, tahun 1998.

Obtained Bachelor's degree in Civil Engineering from Diponegoro University (1998).

Resky Heraveno

54 tahun / *54 years old*

General Manager Pengelola Program Manfaat Langsung BJPSDA

General Manager of Direct Benefit Program Management BJPSDA

Memperoleh gelar Sarjana Teknik Sipil dari Institut Teknologi Bandung (ITB), Bandung, tahun 1995.

He earned a Bachelor's degree in Civil Engineering from the Bandung Institute of Technology (ITB) in Bandung in 1995.

Esthi Pambangun

49 tahun / *49 years old*

Kepala Divisi Komersildan Pelayanan Pelanggan

Head of Commercial and Customer Service Division

Memperoleh gelar Sarjana Ekonomi dari Universitas Diponegoro, Semarang, tahun 1998.

Obtained a Bachelor's degree in Economics from Diponegoro University (1998).

Dadan Hidayat

52 tahun / *52 years old*

Kepala Divisi Pengembangan & Kemitraan

Head of Development & Partnerships Division

Memperoleh gelar Sarjana Teknik Elektro dari Itenas, Bandung, tahun 1998, dan Magister Ekonomi dari Universitas Padjajaran, Bandung, tahun 2010.

Obtained a Bachelor's degree in Electrical Engineering from ITENAS(1998) and a Master's degree in Economics from Padjadjaran University (2010).

Reni Mayasari

50 tahun / *50 years old*

Program Management Office (PMO)

Program Management Office (PMO)

Memperoleh gelar Sarjana Teknik dari Universitas Islam Bandung, tahun 2000, dan Master Kebijakan Publik dari Universitas Krisnadwipayana, Jakarta, tahun 2006.

Obtained Bachelor of Engineering degree from Bandung Islamic University in 2000 and a Master's degree in Public Policy from Krisnadwipayana University, Jakarta, in 2006.

Endarta Dwi P

55 tahun / *55 years old*

Manajer Proyek Utama Optimalisasi Aset
Senior Project Manager for Asset Optimization

Memperoleh gelar Sarjana Teknik Sipil dari Universitas Sriwijaya, Palembang, tahun 1994.

Obtained a Bachelor's degree in Civil Engineering from Sriwijaya University, Palembang, in 1994.

Fitria Sari

48 tahun / *48 years old*

Manajer Proyek Utama Pengembangan Wilayah dan Transformasi Digital
Senior Project Manager for Regional Development and Digital Transformation

Memperoleh gelar Sarjana Psikologi dari Universitas Indonesia, Magister Manajemen dari Universitas Padjadjaran Tahun 2012 dan dan Doktor Ilmu Manajemen dari Universitas Pasundan Tahun 2022.

Obtained a Bachelor's degree in Psychology from the University of Indonesia, a Master's degree in Management from Padjadjaran University in 2012, and a Doctorate in Management from Pasundan University in 2022.

Eef Syaeful Amien

56 tahun / *56 years old*

Fungsional Ahli I, Anggota Tim Likuidasi Dana Pensiun
Senior Specialist I, Member of the Pension Fund Liquidation Team

Memperoleh gelar Sarjana Ekonomi Manajemen dari Universitas Islam Bandung, tahun 1997.

Obtained a Bachelor's degree in Economics and Management from Bandung Islamic University in 1997.

Herrison Togatorop

53 tahun / *53 years old*

Fungsional Ahli I, Ketua Tim Likuidasi Dana Pensiun
Senior Specialist I, Head of the Pension Fund Liquidation Team

Memperoleh gelar Sarjana Ekonomi dari Universitas Sumatera Utara, Medan, tahun 1999.

Obtained a Bachelor's degree in Economics from the University of North Sumatra, Medan, in 1999.

Zainal Mustofa

56 tahun / *56 years old*

Fungsional Ahli I, Bidang Analisa Kinerja Unit Wilayah II

Senior Specialist I, Regional Unit II Performance Analysis Divisionn

Memperoleh gelar Sarjana Teknik Pengairan dari Universitas Brawijaya, Malang, tahun 1995.

Obtained a Bachelor's degree in Irrigation Engineering from Brawijaya University, Malang, in 1995.

Nandang Munandar

53 tahun / *53 years old*

Direktur PT Jasa Tirta Luhur

Director of PT Jasa Tirta Luhur

Memperoleh gelar Sarjana Akuntansi dari STIE YPKP, Bandung, tahun 1997, dan Magister Akuntansi dari Universitas Budi Luhur, Jakarta, tahun 2009.

Obtained a Bachelor's degree from STIE YPKP in 1997 and Master's Degree in Accounting from Budi Luhur University, Jakarta (2010).

PEMEGANG SAHAM
Shareholders

100% saham Perusahaan dimiliki oleh Negara Republik Indonesia.

100% of the Company's shares are owned by the Republic of Indonesia.

STRUKTUR GRUP DAN KELOMPOK USAHA

Group Structure and Business Units

PT Tegar Mandiri Cemerlang

Daftar Entitas Anak, Entitas Asosiasi, Ventura Bersama, Joint Operation, dan Special Purpose Vehicle (SPV)

PT Jasa Tirta Luhur, adalah anak perusahaan Perum Jasa Tirta II dengan kepemilikan saham sebesar 99%, sementara sebesar 1% saham dimiliki oleh PT Air Sumber Kemakmuran. Didirikan tanggal 29 Agustus 2018, PT Jasa Tirta Luhur atau biasa disebut PT Jatiluhur bergerak di bidang penyelenggaraan Sistem Penyediaan Air Minum (SPAM), Air Minum Dalam Kemasan (AMDK), dan Jasa Konstruksi.

PT Tegar Mandiri Cemerlang, adalah anak perusahaan PT Jatiluhur dengan kepemilikan saham sebesar 51%, sementara sebesar 49% saham dimiliki oleh PT Marunda Mandiri International. Didirikan tanggal 17 November 2018 PT Tegar Mandiri Cemerlang bergerak di bidang Sistem Penyediaan Air Minum (SPAM), kelistrikan, dan utilitas pendukung lainnya.

List of Subsidiaries, Associates, Joint Ventures, Joint Operations, and Special Purpose Vehicles (SPVs)

PT Jasa Tirta Luhur is a subsidiary of Perum Jasa Tirta II, with a 99% share ownership, while the remaining 1% share is owned by PT Air Sumber Kemakmuran. Established on August 29, 2018, PT Jasa Tirta Luhur, commonly referred to as PT Jatiluhur, operates in the provision of Water Supply Systems (SPAM), Bottled Drinking Water (AMDK), and Construction Services.

PT Tegar Mandiri Cemerlang is a subsidiary of PT Jatiluhur, with a 51% share ownership, while the remaining 49% share is owned by PT Marunda Mandiri International. Established on November 17, 2018, PT Tegar Mandiri Cemerlang operates in the fields of Water Supply Systems (SPAM), electricity, and other supporting utilities.

LEMBAGA DAN PROFESI PENUNJANG

Supporting Institutions and Professionals

Kantor Akuntan Publik (KAP)

Amir Abadi Jusuf, Aryanto, Mawar & Rekan (RSM)

Melakukan audit terhadap laporan keuangan konsolidasian Perum Jasa Tirta II dan Entitas Anaknya, yang terdiri dari laporan posisi keuangan konsolidasian tanggal 31 Desember 2025, serta laporan laba rugi dan penghasilan komprehensif lain konsolidasian, laporan perubahan ekuitas konsolidasian, dan laporan arus kas konsolidasian untuk tahun yang berakhir pada tanggal tersebut, serta catatan atas laporan keuangan konsolidasian, termasuk informasi kebijakan akuntansi material.

KAP Amir Abadi Jusuf, Aryanto, Mawar & Rekan (RSM) telah digunakan Perusahaan untuk jasa tersebut diatas sejak tahun 2021.

Public Accounting Firm (KAP)

Performs the audit of the consolidated financial statements of Perum Jasa Tirta II and its Subsidiaries, which comprise the consolidated statement of financial position as of December 31, 2025, and the consolidated statement of profit or loss and other comprehensive income, consolidated statement of changes in equity, and consolidated statement of cash flows for the year then ended, as well as notes to the consolidated financial statements, including material accounting policy information.

Public Accounting Firm Amir Abadi Jusuf, Aryanto, Mawar & Rekan (RSM) has been engaged by the Company for the aforementioned services since 2021.

Lembaga Pemeringkat

PT Pemeringkat Efek Indonesia (PEFINDO) Melakukan pemeringkatan terhadap tingkat kesehatan Perusahaan.

Rating Agency

PT Pemeringkat Efek Indonesia (PEFINDO) Conducts rating assessments on the Company's financial and operational health performance.

SITUS WEB PERUSAHAAN

Company Website

Dalam rangka memberikan informasi terkini tentang Perusahaan, kegiatan operasional, dan hal-hal lain terkait pengembangan secara berkelanjutan, publik dapat mengakses informasi dimaksud pada situs web Perusahaan dengan alamat:

In order to provide the latest information regarding the Company, operational activities, and other matters related to sustainable development, the public may access such information on the Company's website at www.jasatirta2.co.id.

https:// **www.jasatirta2.co.id.**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04

ANALISA DAN PEMBAHASAN MANAJEMEN

Management Discussion and Analysis

ANALISA DAN PEMBAHASAN MANAJEMEN

Management Discussion and Analysis

Mengelola pertumbuhan kinerja secara berkelanjutan demi mewujudkan cita-cita 'menjadi perusahaan terbaik dalam pengelolaan dan pengusahaan sumber daya air yang berkelanjutan di Indonesia'.

Managing sustainable performance growth to realize the aspiration of becoming the leading company in sustainable water resources management and utilization in Indonesia.

KONDISI PEREKONOMIAN DAN INDUSTRI TAHUN 2025

Economic and Industry Conditions in 2025

Secara keseluruhan, pertumbuhan ekonomi global diperkirakan dalam tren melambat menjadi 3,3% pada tahun 2025 serta 3,2% pada tahun 2026 dan 2027. Divergensi pola pertumbuhan antarnegara berlanjut, dengan ekonomi negara maju tumbuh melambat dari 1,8% pada tahun 2024 menjadi 1,7% di tahun 2025 dan membaik menjadi 1,8% pada tahun 2026-2027. Sementara pertumbuhan *emerging economies* yang tumbuh 4,3% di tahun 2025, menurun menjadi 4,1% pada tahun 2026 dan 4,0% pada tahun 2027. Penurunan inflasi dunia berjalan lebih lambat dari perkiraan sebelumnya, dengan perkiraan inflasi mencapai 3,9% dan 3,8% di tahun 2025 dan 2026. Di periode yang sama, inflasi negara maju diperkirakan sekitar 2,4%, sementara inflasi *emerging economies* sekitar 4,8% dan 4,7%.

Overall, global economic growth is projected to continue moderating, reaching 3.3% in 2025 and 3.2% in both 2026 and 2027. Diverging growth patterns among countries are expected to persist, with advanced economies slowing from 1.8% growth in 2024 to 1.7% in 2025, before improving to 1.8% in 2026–2027. Meanwhile, emerging economies are projected to grow by 4.3% in 2025, before easing to 4.1% in 2026 and 4.0% in 2027. Global inflation is expected to decline at a slower pace than previously forecast, with inflation projected at 3.9% in 2025 and 3.8% in 2026. During the same period, inflation in advanced economies is expected to average around 2.4%, while inflation in emerging economies is projected at approximately 4.8% and 4.7%, respectively.

Di negara *Emerging Market Economies* (EMEs), dampak kebijakan tarif AS terhadap perlambatan ekonomi terutama terjadi di Tiongkok dan Amerika Latin, sementara kinerja ekonomi India dan ASEAN+5 cukup berdaya tahan. Pertumbuhan ekonomi Tiongkok dalam tren melambat dari 5,0% pada tahun 2024 dan 2025 menjadi 4,4% dan 4,0% pada tahun 2026 dan 2027. Kinerja ekonomi ASEAN-5 (Singapura, Malaysia, Thailand, Indonesia, dan Filipina) menunjukkan daya tahan, dengan pertumbuhan diperkirakan sedikit menurun dari 4,6% pada tahun 2024 menjadi 4,4% dan 4,3% pada tahun 2025

In Emerging Market Economies (EMEs) countries, the impact of U.S. tariff policies on economic growth is expected to be felt most significantly in China and Latin America, while the economies of India and the ASEAN-5 are expected to remain relatively resilient. China's economic growth is projected to remain on a moderating trend, declining from 5.0% in 2024 and 2025 to 4.4% and 4.0% in 2026 and 2027, respectively. The ASEAN-5 economies (Singapore, Malaysia, Thailand, Indonesia, and the Philippines) continue to demonstrate resilience, with growth projected to ease slightly from dan 2026 sebelum meningkat kembali ke 4,5% pada tahun 2027. Inflasi di ASEAN-5 secara keseluruhan juga terjaga rendah di sekitar 2,7% di tahun 2025 dan 2,8% pada tahun 2026-2027.

4.6% in 2024 to 4.4% and 4.3% in 2025 and 2026, respectively, before rebounding to 4.5% in 2027. Inflation across the ASEAN-5 is also expected to remain low and stable, averaging around 2.7% in 2025 and 2.8% in 2026–2027.

Pertumbuhan Ekonomi Dunia: Negara Maju dan Emerging Economies (%, yoy)
Global Economic Growth: Advanced Economies and Emerging Economies (%, yoy)

Negara / *Country*	2023	2024	2025	2026	2027
Dunia / *Global*	**3,5**	**3,3**	**3,3**	**3,2**	**3,2**
Negara Maju / *Advance Economies*	**1,7**	**1,8**	**1,7**	**1,8**	**1,8**
Amerika Serikat / *United States*	2,9	2,8	2,1	2,3	2,1
Kawasan Eropa / *European*	0,4	0,9	1,3	1,3	1,4
Jepang / *Japan*	1,2	0,1	1,1	0,8	0,7
Negara Berkembang / *Emerging Economies*	**4,7**	**4,3**	**4,3**	**4,1**	**4,0**
Tiongkok / *China*	5,4	5,0	5,0	4,4	4,0
India / *India*	8,7	6,5	7,4	6,6	6,7
ASEAN-5 / *ASEAN-5*	4,1	4,6	4,4	4,3	4,5
Amerika Latin / *Latin America*	2,4	2,4	2,2	2,2	2,6

Keterangan: *Proyeksi Bank Indonesia / *Note: *Proyeksi Bank Indonesia*
Sumber: WEO-IMF, Bank Indonesia / *Source: WEO-IMF, Bank Indonesia*

Ekonomi Indonesia tetap berkinerja baik dan berdaya tahan di tengah tingginya gejolak dan ketidakpastian global. Pertama, ketahanan ekonomi Indonesia cukup kuat dengan stabilitas makroekonomi Indonesia yang tetap terjaga dan pertumbuhan yang tetap tinggi. Kedua, koordinasi kebijakan yang kuat dan berhati-hati, khususnya antara kebijakan fiskal Pemerintah dan kebijakan moneter Bank Indonesia mampu mendorong permintaan domestik dengan keseimbangan antara stabilitas dan pertumbuhan. Ketiga, Indonesia juga terus memperkuat komitmen dalam melakukan transformasi ekonomi, melalui perbaikan iklim investasi, percepatan pembangunan infrastruktur, serta hilirisasi sumber

Indonesia's economy continued to perform well and demonstrated resilience amid heightened global volatility and uncertainty. First, Indonesia's economic fundamentals remained strong, supported by maintained macroeconomic stability and robust economic growth. Second, strong and prudent policy coordination, particularly between the Government's fiscal policy and Bank Indonesia's monetary policy, was effective in supporting domestic demand while maintaining a balance between stability and growth. Third, Indonesia continued to strengthen its commitment to economic transformation through improvements in the investment climate, accelerated infrastructure development, and the daya alam untuk meningkatkan nilai tambah domestik. Keempat, Indonesia menunjukkan kepemimpinan yang kuat di berbagai forum internasional, termasuk dalam sejumlah kerja sama dan lembaga internasional.

Selama 6 (enam) tahun terakhir, perekonomian Indonesia mencatat kinerja yang kuat, termasuk salah 1 (satu) yang terbaik diantara negara EME. Kontraksi ekonomi akibat pandemi Covid-19 termasuk yang paling ringan dibandingkan dengan negara-negara lain. Stabilitas makroekonomi dan sistem keuangan juga tetap terjaga dengan baik. Inflasi tetap terkendali rendah, dengan rata-rata di bawah 3% selama periode 2019-2024.

downstream processing of natural resources to enhance domestic value added. Fourth, Indonesia demonstrated strong leadership in various international forums, including through its active participation in a number of international cooperation frameworks and institutions.

Over the past 6 (six) years, Indonesia's economy has demonstrated strong performance, ranking among the best-performing Emerging Market Economies (EMEs). The economic contraction caused by the Covid-19 pandemic was among the mildest compared to those experienced by other countries. Macroeconomic and financial system stability also remained well maintained. Inflation stayed low and under control, averaging below 3% during the 2019–2024 period.

Kinerja Ekonomi Indonesia: 2019-2024
Indonesia Economic Performance: 2019–2024

Indikator / *Indicator*	Satuan	2019	2020	2021	2022	2023	2024
Pertumbuhan Ekonomi / *Economic Growth*	**% yoy**	**5,02**	**-2,07**	**3,70**	**5,31**	**5,05***	**5,03****
Transaksi Berjalan / *Current Account Balance*	**% PDB**	**-2,71**	**-0,42**	**0,30**	**1,00**	**-0,15**	**-0,62***
Defisit Fiskal / *Fiscal Deficit*	% PDB	-2,20	-6,14	-4,57	**-2,35**	**-1,61**	-2,30
Inflasi IHK / *Inflation (CPI)*	% yoy	2,72	1,68	1,87	**5,51**	**2,61**	1,57
Nilai Tukar Rupiah / *Rupiah Exchange Rate*	IDR/USD (rata-rata)	14.139	14.525	14.296	**14.873**	**15.247**	15.841
Suku Bunga BI-Rate / *BI Policy Rate*	**%**	**5,00**	**3,75**	**3,50**	**5,50**	**6,00**	**6,00**
Kredit Perbankan / *Bank Credit Growth*	%	6,08	-2,41	5.24	**11,35**	10,38	10,39
Modal Perbankan (CAR) Banking Capital Adequacy Ratio (CAR) / *Banking Capital Adequacy Ratio (CAR)*	%	23,31	23,81	25,67	**25,63**	27,66	26,65

Sumber: BPS, Bank Indonesia / *Source: BPS, Bank Indonesia*
Keterangan: *Angka Sementara; **Angka Sangat Sementara
*Notes: *Preliminary figures; **Very preliminary figures*

Di sisi lapangan usaha, pertumbuhan ekonomi Indonesia terutama ditopang oleh sektor-sektor padat modal, sementara sektor padat karya masih memerlukan dorongan lebih lanjut untuk meningkatkan kontribusinya terhadap perekonomian. Kinerja positif terutama terlihat pada sektor-sektor yang berorientasi ekspor dan sektor hilirisasi sumber daya alam, seperti Industri Pengolahan, yang mencatat pertumbuhan relatif tinggi seiring dengan peningkatan kapasitas produksi dan nilai tambah di dalam negeri. Sektor-sektor yang berkaitan dengan pembangunan infrastruktur dan peningkatan konektivitas, seperti Konstruksi serta Transportasi dan Pergudangan, turut mendukung kinerja pertumbuhan ekonomi nasional.

Selain itu, sektor-sektor yang sejalan dengan peningkatan konsumsi masyarakat dan akselerasi digitalisasi, antara lain Perdagangan Besar dan Eceran, Akomodasi dan Makan Minum, serta Informasi dan Komunikasi, juga mencatatkan pertumbuhan yang semakin tinggi.

Dalam beberapa tahun terakhir, kondisi cuaca masuk kategori anomali. Secara keseluruhan, berdasarkan catatan Badan Meteorologi, Klimatologi, dan Geofisika (BMKG), cuaca di Indonesia di tahun 2025 didominasi oleh musim kemarau yang lebih pendek dari biasanya dan musim hujan yang datang lebih awal.

Di sepanjang tahun 2025, suhu rata-rata di Indonesia tercatat sebesar 27,05°C. Anomali positif terjadi di hampir seluruh wilayah dan menjadikannya tahun keenam terpanas dalam catatan BMKG sejak tahun 1981. Musim kemarau berlangsung relatif lebih singkat, dengan tingkat curah hujan terendah secara umum terjadi di bulan Agustus 2025. Musim hujan dalam lebih awal sejak Agustus, dengan puncak musim hujan yang bervariasi antara November 2025 hingga Februari 2026.

From the sectoral perspective, Indonesia's economic growth is primarily supported by capital-intensive sectors, while labor-intensive sectors still require further stimulus to enhance their contribution to the economy. Positive performance is particularly evident in export-oriented industries and natural resource downstreaming sectors, such as Manufacturing, which recorded relatively strong growth driven by increased production capacity and higher domestic value added. Sectors related to infrastructure development and connectivity enhancement, such as Construction as well as Transportation and Warehousing, also contributed to supporting national economic growth performance.

In addition, sectors aligned with rising household consumption and accelerating digitalization, such as Wholesale and Retail Trade, Accommodation and Food Services, as well as Information and Communication, also recorded stronger growth.

In recent years, weather conditions have been categorized as anomalous. Overall, according to records from the Meteorology, Climatology, and Geophysical Agency (BMKG), Indonesia's weather in 2025 was characterized by a shorter-than-usual dry season and an earlier onset of the rainy season.

Throughout 2025, the average temperature in Indonesia was recorded at 27.05°C. Positive anomalies were observed across nearly all regions, making it the sixth warmest year on record since 1981 based on BMKG data. The dry season was relatively shorter, with the lowest rainfall generally occurring in August 2025. The rainy season started earlier, beginning in August, with peak rainfall varying between November 2025 and February 2026.

Cuaca di tahun 2025 yang didominasi oleh fenomena *La Nina* lemah hingga kondisi netral memberikan curah hujan yang cenderung normal dan durasi musim kemarau yang lebih pendek. Hal ini menjaga cadangan air tanah dan waduk secara umum berada pada tingkat yang stabil.

Weather conditions in 2025 were influenced by weak La Nina to neutral conditions, resulting in generally normal rainfall levels and a shorter dry season duration. This helped maintain stable groundwater reserves and reservoir levels overall.

Mayoritas wilayah Indonesia menerima curah hujan yang normal hingga di atas normal, sehingga danau, waduk, dan sistem irigasi terjaga dengan baik untuk sektor pertanian dan air minum. Pola curah hujan yang cukup tinggi di sepanjang awal tahun membuat cadangan air tanah terisi optimal. Kondisi turut membantu pengelolaan sumber daya air yang menjadi tugas Perusahaan.

Most regions in Indonesia experienced normal to above-normal rainfall, ensuring that lakes, reservoirs, and irrigation systems remained well-maintained to support the agriculture and water supply sectors. The relatively high rainfall pattern during the early part of the year helped optimize groundwater recharge. These conditions also supported the management of water resources, which is part of the Company's responsibilities.

TINJAUAN OPERASI PER SEGMEN USAHA

Operational Review by Business Segment

Secara besaran, usaha Perum Jasa Tirta II terdiri dari pengelolaan sumber daya air (SDA) dan pengelolaan Non-SDA. Berikut ini penjabaran dari kedua kelompok usaha dimaksud.

Pengelolaan SDA terdiri dari: jasa listrik, penyediaan pasokan air baku, dan penyediaan pasokan air bersih. Sementara pengelolaan Non-SDA terdiri dari: pengelolaan dan optimalisasi lahan dan laboratorium.

Pengeloaan dan Produksi SDA

Jasa Listrik

Realisasi jasa Listrik di tahun 2025 tercatat sebesar 911.912.180 kWh atau mencapai 97,70% dari target RKAP dan mencapai 98,77% dari realisasi tahun 2024. Realisasi produksi *mini hydro* di tahun 2025 tercatat sebesar 8.807 kWh atau mencapai 49,30% dari target RKAP. Realisasi produksi PLTA Ir.H. Djuanda di tahun 2025 tercatat sebesar 805,82 kWh atau 98,64% dari target RKAP. Hal ini disebabkan kapasitas Unit 1, Unit 3, dan Unit 5 belum maksimal karena belum dilaksanakan pekerjaan *Cleaning* di *Generator*.

Air Baku

Penyaluran air baku di tahun 2025 tercatat sebesar 1.297.705.821 m³ atau mencapai 97,31% dari target RKAP dan mencapai 113,30% dari realisasi tahun 2024. Perinciannya sebagai berikut:

- WS Citarum dan Cilicis mencapai 102,78% dari rencana sampai dengan Desember 2025;
- WS Cimanuk Cisanggarung mencapai 73,71%;
- WS Cidanau Ciujung Cidurian mencapai 75,29%;
- WS Seputih Sekampung mencapai 43,44%; dan
- Air Baku PLTA mencapai 119,95%.

In terms of scale, Perum Jasa Tirta II's business consists of Water Resources (WR) management and Non-Water Resources (Non-WR) management. The following is a breakdown of both business segments.

Water Resources management comprises electricity services, raw water supply, and clean water supply. Meanwhile, Non-Water Resources management consists of land management and optimization, as well as laboratory services.

Water Resources Management and Production

Electricity Services

In 2025, electricity services recorded a realization of 911,912,180 kWh, achieving 97.70% of the RKAP target and 98.77% compared to 2024 realization. Mini hydro production in 2025 amounted to 8,807 kWh, or 49.30% of the RKAP target. Meanwhile, production from PLTA Djuanda reached 805.82 kWh, or 98.64% of the RKAP target. The underperformance was mainly due to suboptimal capacity utilization in Units 1, 3, and 5, as generator cleaning works had not yet been carried out.

Raw Water

Raw water distribution in 2025 reached 1,297,705,821 m³, or 97.31% of the RKAP target and 113.30% compared to 2024 realization. The breakdown is as follows: Citarum and Cilicis River Basin Areas (WS) achieved 102.78% of the plan as of December 2025;

- *Cimanuk–Cisanggarung WS achieved 73.71%;*
- *Cidanau–Ciujung–Cidurian WS achieved 75.29%;*
- *Seputih–Sekampung WS achieved 43.44%; and*
- *Raw water for hydropower plants achieved 119.95%.*

Air Bersih

Realisasi air bersih di tahun 2025 tercatat sebesar 2.549.324 m^3 atau mencapai 50,22% dari target RKAP dan mencapai 115,09% dari realisasi tahun 2024. Perinciannya sebagai berikut:

- SPAM Marunda, realisasi sebesar 865.216 m3 atau mencapai 97,99% dari target. Tidak terpenuhinya target disebabkan terdapat penurunan permintaan pada bulan Mei dan Juni 2025 yang rata-rata hanya mencapai 25 Lps, dibanding rata-rata 4 bulan sebelumnya yang mencapai 27 Lps. Selain itu, penurunan penyerapan diantaranya diakibatkan salah 1 (satu) *tenant* besar di Kawasan Marunda *Center*, yaitu PT Andalan Furindo, sedang melaksanakan *Shutdown* untuk pemeliharaan di bulan Mei sampai dengan Juni 2025.
- SPAM Pamanukan, realisasi sebesar 581.101 m^3 atau mencapai 107,26% dari target. Hal ini dikarenakan penyerapan air bersih curah oleh PDAM Tirta Rangga Subang lebih besar dari rencana bulan Desember 2025.
- SPAM Biki & Curug, realisasi sebesar 1.046.594 m^3 atau mencapai 51,05% dari target. Tidak tercapainya target antara lain karena menurunnya permintaan masing-masing industri maupun penduduk.
- SPAM Kota Baru Parahyangan, realisasi sebesar 600.960 m^3 atau mencapai 41,92% dari target. Hal ini disebabkan karena SPAM Kota Baru Parahyangan baru beroperasi di bulan Agustus 2025, sementara dalam target RKAP harus sudah terealisasi sejak awal Januari 2025.

Clean Water

Clean water realization in 2025 amounted to 2,549,324 m^3, achieving 50.22% of the RKAP target and 115.09% compared to 2024 realization. The breakdown is as follows:

- *SPAM Marunda recorded 865,216 m^3, or 97.99% of target. The shortfall was due to a decline in demand in May and June 2025, averaging 25 Lps compared to 27 Lps in the previous four months. The lower absorption was also influenced by reduced consumption from one of the major tenants in the Marunda Center area, PT Andalan Furindo, which underwent shutdown for maintenance from May to June 2025.*
- *SPAM Pamanukan recorded 581,101 m^3, or 107.26% of target. This was driven by higher clean water absorption by PDAM Tirta Rangga Subang, exceeding the December 2025 projection.*
- *SPAM Biki & Curug recorded 1,046,594 m^3, or 51.05% of target. The shortfall was mainly due to declining demand from both industrial and residential customers.*
- *SPAM Kota Baru Parahyangan recorded 600,960 m^3, or 41.92% of target. The underachievement was caused by the system only becoming operational in August 2025, while the RKAP target assumed full-year operations starting January 2025.*

Pengelolaan dan Produksi Non-SDA

Lahan

Realisasi tahun 2025 tercatat sebesar 3.479.264 m² atau mencapai 62,44% dari target RKAP dan mencapai 62,36% dari realisasi tahun 2024. Perinciannya sebagai berikut:

- Lahan Petani, realisasi sebesar 975.712 m² atau mencapai 37,66% dari target RKAP dan 33,61% dari realisasi tahun 2024. Hal ini disebabkan adanya penataan pemanfaatan lahan petani yang tidak sesuai peruntukannya.
- Lahan Non-Petani, realisasi sebesar 2.503.551 atau mencapai 99,32% dari target RKAP dan 83,96% dari realisasi tahun 2024. Sesuai PRD 19 Tahun 2025 tentang Pedoman Pemanfaatan Aset Serah Operasi PJT II, permohonan pemanfaatan lahan baru memerlukan adanya penerbitan izin prinsip pemanfaatan lahan.

Laboratorium

Realisasi di tahun 2025 tercatat sebesar 9.748 sampel atau mencapai 104,48% dari target RKAP dan mencapai 104,19% dari realisasi tahun 2024.

Aspek Pemasaran

Secara umum, pelaksanaan kegiatan pemasaran dilakukan melalui forum pertemuan antara Tim Perum Jasa Tirta II dengan pihak-pihak yang selama ini menjadi *customer* tetap Perusahaan. Dalam pertemuan dimaksud, dilakukan pembahasan dan diskusi atas kebutuhan penyediaan air baku untuk setiap periode. Hal ini juga menjadi dasar bagi PJT II dalam merencanakan kegiatan operasionalnya terkait dengan pengelolaan sumber daya air maupun persiapan sarana-prasarana yang dibutuhkan.

Non–Water Resources Management and Production

Land

Realization in 2025 was recorded at 3,479,264 m², or 62.44% of the RKAP target and 62.36% of the 2024 realization. The details are as follows:

- *Farmer-Owned Land, with a realization of 975,712 m², representing 37.66% of the RKAP target and 33.61% of the 2024 realization. This was due to the restructuring of farmer land utilization that was not aligned with its designated purpose.*
- *Non-Farmer-Owned Land, with a realization of 2,503,551 m², representing 99.32% of the RKAP target and 83.96% of the 2024 realization. In accordance with PRD No. 19 of 2025 concerning Guidelines for Utilization of PJT II Operational Asset Handover, new land utilization applications require the issuance of a land utilization principle approval.*

Laboratory

Realization in 2025 was recorded at 9,748 samples, or 104.48% of the RKAP target and 104.19% of the 2024 realization.

Marketing Aspect

In general, marketing activities were conducted through meetings between Perum Jasa Tirta II and its long-standing customers. These meetings served as a forum to discuss water supply requirements for each period. The outcomes of these discussions also serve as the basis for PJT II in planning its operational activities related to water resources management as well as the preparation of required infrastructure and facilities.

Pelaksanaan Proyek Strategis Nasional atau Penugasan Lain

Berdasarkan Peraturan Pemerintah No. 25 Tahun 2022, Pasal 3 Ayat (2), Perum Jasa Tirta II mempunyai tugas dan tanggung jawab dalam pengelolaan sumber daya air di wilayah kerja Perusahaan yang meliputi: Wilayah Sungai Citarum dan sebagian Wilayah Sungai Ciliwung-Cisadane, Cimanuk-Cisanggarung, Cidanau-Ciujung-Cidurian, dan Seputih-Sekampung.

Tugas dan tanggung jawab di bidang pengelolaan sumber daya air meliputi antara lain:

- Mengoperasikan dan memelihara prasarana sumber daya air yang meliputi upaya pengaturan air, bangunan prasarana sumber daya air, mengumpulkan data, memantau, dan mengevaluasi;
- Memelihara sumber daya air yang meliputi upaya menjaga dan mengamankan sumber air untuk mempertahankan kelestariannya;
- Melakukan pemantauan, kalibrasi alat ukur debit, dan evaluasi kuantitas dan kualitas air pada sumber air yang menjadi tanggung jawab Perusahaan;
- Melaksanakan penyediaan air baku yang memenuhi kualitas dalam rangka menjamin kebutuhan masyarakat atas sumber daya air;
- Mengoperasikan jaringan irigasi primer dan sekunder pada Daerah Irigasi Jatiluhur, Daerah Irigasi Cipamingkis, Daerah Irigasi Cileuleuy, dan Daerah Irigasi Leuwi Nangka;
- Perusahaan diberi kewenangan memungut, menerima, dan menggunakan Biaya Jasa Pengelolaan Sumber Daya Air (BJPSDA) untuk membiayai seluruh pelaksanaan tugas dan tanggung jawabnya;
- Penyediaan data pendukung untuk penyusunan pola pengelolaan kebijakan nasional sumber daya air.

Implementation of National Strategic Projects or Other Assignments

Based on Government Regulation No. 25 of 2022, Article 3 Paragraph (2), Perum Jasa Tirta II is assigned responsibilities for water resources management within its operational area, which includes the Citarum River Basin and parts of the Ciliwung–Cisadane, Cimanuk–Cisanggarung, Cidanau–Ciujung–Cidurian, and Seputih–Sekampung river basins.

The Company's water resources management responsibilities include, among others:

- *Operating and maintaining water resources infrastructure, including water regulation, infrastructure structures, data collection, monitoring, and evaluation activities;*
- *Conserving water resources through protection and safeguarding efforts to maintain sustainability;*
- *Monitoring, calibrating discharge measurement instruments, and evaluating water quantity and quality within the Company's managed water sources;*
- *Providing raw water supply that meets quality standards to ensure public water needs are fulfilled;*
- *Operating primary and secondary irrigation networks in the Jatiluhur, Cipamingkis, Cileuleuy, and Leuwi Nangka Irrigation Areas;*
- *The Company is authorized to collect, receive, and utilize Water Resources Management Service Fees (BJPSDA) to finance all of its duties and responsibilities;*
- *Providing supporting data for the formulation of national water resources management policies.*

TEKNOLOGI INFORMASI

Information Technology

Pemanfaatan Teknologi Informasi (TI) yang optimal memungkinkan peningkatan efisiensi operasional, automasi proses, dan pengambilan keputusan sehingga dapat memperkuat daya saing Perusahaan. Pemanfaatan TI yang strategis juga mendukung adaptasi terhadap perubahan pasar yang dinamis.

The optimal utilization of Information Technology (IT) enables improved operational efficiency, process automation, and decision-making, thereby strengthening the Company's competitiveness. Strategic use of IT also supports adaptation to dynamic market changes.

Fungsi Pengelolaan Teknologi Informasi

Pengelolaan Teknologi Informasi Perum Jasa Tirta II dilakukan oleh Divisi Strategi Perusahaan dan Teknologi Informasi Perusahaan, sebagaimana tercantum dalam Peraturan Direksi Perum Jasa Tirta II Nomor: PRD-03/DIR/03/2025 tanggal 3 Maret 2025 tentang Struktur Organisasi & Tata Kerja.

Fungsi Teknologi Informasi berada pada Bidang Teknologi Informasi (TIK) yang bertanggung jawab dalam perencanaan, pengembangan, pengelolaan, pengendalian, dan evaluasi teknologi informasi guna mendukung pencapaian sasaran strategis Perusahaan. Ruang lingkup pengelolaan TIK meliputi penyusunan strategi dan tata kelola TI, pengembangan aplikasi dan sistem informasi, pengelolaan infrastruktur, jaringan, perangkat keras dan basis data, pengelolaan risiko dan keamanan informasi, penyusunan Rencana Strategis Teknologi Informasi (RSTI) dan Roadmap TI, pemantauan kinerja TIK, serta penyediaan layanan teknologi informasi bagi seluruh unit kerja.

Dalam melaksanakan tugas dan fungsinya, Bidang Teknologi Informasi berkoordinasi dengan seluruh unit kerja sebagai pemilik proses bisnis (*Business Process Owner*/ BPO) guna memastikan pengembangan, implementasi, dan pemanfaatan teknologi informasi selaras dengan kebutuhan bisnis, mendukung peningkatan efektivitas operasional dan kualitas layanan, serta sejalan dengan arah strategis Perusahaan.

Information Technology Management Function

Information Technology management at Perum Jasa Tirta II is carried out by the Corporate Strategy and Information Technology Division, as stipulated in Board of Directors Regulation No. PRD-03/DIR/03/2025 dated 3 March 2025 concerning Organizational Structure and Work Procedures.

The IT function is under the Information and Communication Technology (ICT) Division, which is responsible for planning, development, management, control, and evaluation of IT to support the achievement of the Company's strategic objectives. The scope of ICT management includes IT strategy and governance, application and system development, infrastructure, network, hardware and database management, information security and risk management, preparation of IT Strategic Plan (RSTI) and IT Roadmap, performance monitoring, and IT service delivery across all business units.

In carrying out its duties, the ICT Division coordinates with all business process owners (BPOs) to ensure that IT development, implementation, and utilization are aligned with business needs, support operational effectiveness, and are consistent with the Company's strategic direction.

Bidang Teknologi Informasi Perusahaan (TIK) dipimpin oleh seorang Kepala Divisi, yang bertanggung jawab langsung kepada Direktur Pengembangan Usaha. Bidang TIK membawahi 5 (lima) fungsi, yaitu:

a. Sub Bidang Tata Kelola, Perencanaan dan Evaluasi TIK;
b. Analisis Bisnis TIK SDA dan Non SDA;
c. Programmer SDA dan Non SDA;
d. Spesialis Operasi- TIK, Jaringan, dan Perangkat Keras SDA dan Non SDA; dan
e. Spesialis Manajemen Basis Data SDA dan Non SDA.

The ICT Division is led by a Division Head who reports directly to the Director of Business Development. The division consists of five functions:

a. Governance, Planning, and ICT Evaluation Sub-Division;
b. ICT Business Analyst for Water Resources and Non-Water Resources;
c. Water Resources and Non-Water Resources Programmer;
d. ICT Operations Specialist, Network, and Hardware for Water and Non-Water Resources;
e. Database Management Specialist for Water and Non-Water Resources.

Dalam rangka mendukung pengembangan usaha dan peningkatan daya saing Perusahaan, Dewan Pengawas dan Direksi Perum Jasa Tirta II secara konsiten memberikan arahan strategis terkait penguatan peran teknologi informasi sebagai enabler utama transformasi bisnis. Fokus utama diarahkan pada penerapan transformasi digital yang terintegrasi di seluruh lini bisnis, baik pada operasional utama pengelolaan sumber daya air maupun fungsi pendukung Perusahaan.

In support of business development and improved competitiveness, the Supervisory Board and the Board of Directors of Perum Jasa Tirta II consistently provide strategic direction regarding the strengthening of IT as a key enabler of business transformation. The main focus is directed toward the implementation of integrated digital transformation across all business lines, both in core water resources operations and supporting corporate functions.

Direksi juga menekankan pentingnya penyediaan data yang akurat, mutakhir, dan *real-time* guna mendukung pengambilan keputusan strategis yang lebih responsif dan berbasis data.

The Board of Directors also emphasizes the importance of accurate, up-to-date, and real-time data to support more responsive and data-driven strategic decision-making.

Tata Kelola Teknologi Informasi

Tata kelola TI Perum Jasa Tirta II berlandaskan pada prinsip-prinsip *Good Corporate Governance* (GCG), manajemen risiko, keamanan informasi, serta penyelarasan teknologi informasi dengan strategi bisnis Perusahaan yang diatur dalam Keputusan Bersama Dewan Pengawas dan Direksi Nomor: KBS-4/DIR/03/2025 tanggal 26 Maret 2025 tentang Pedoman Tata Kelola Teknologi Informasi Perum Jasa Tirta II.
Secara garis besar, Tata Kelola Teknologi Informasi di Perum Jasa Tirta II dilaksanakan

Information Technology Governance

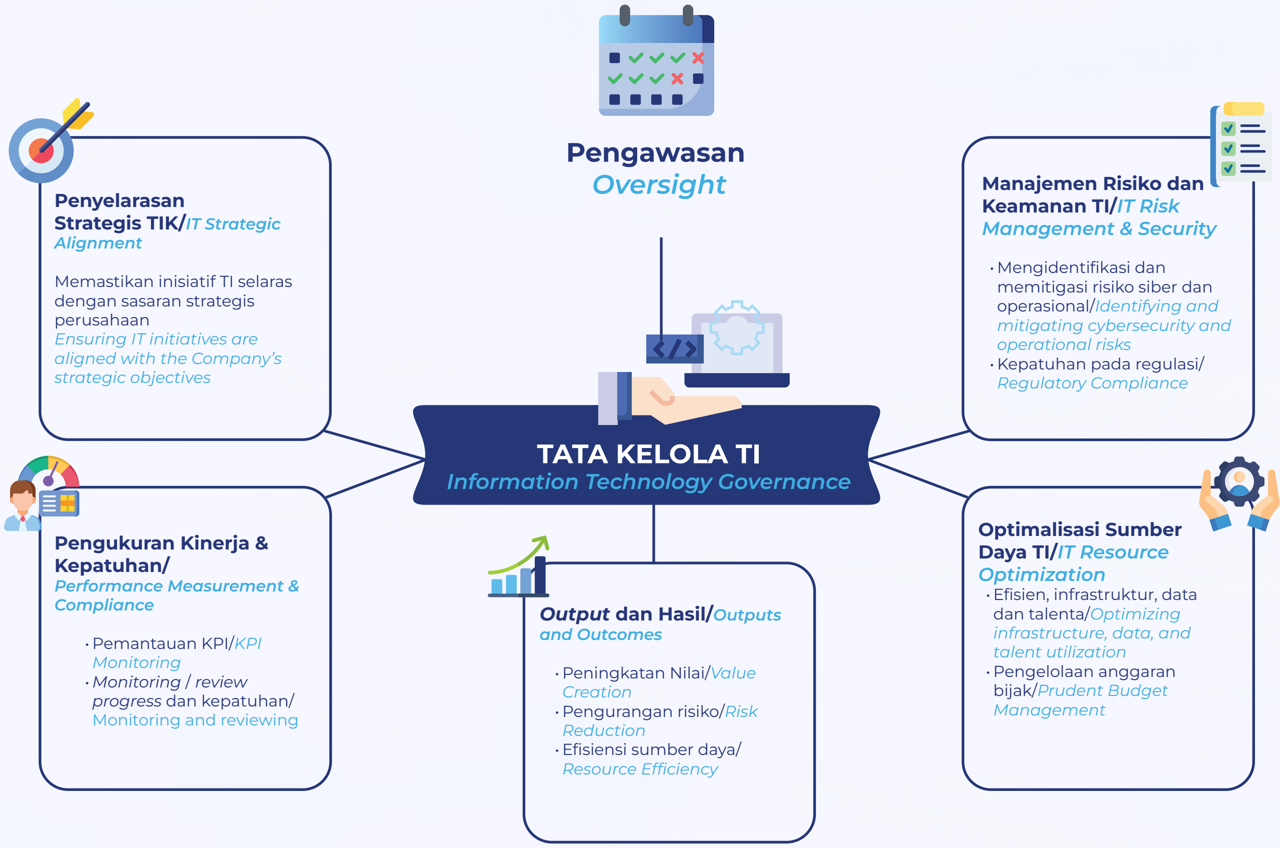
IT governance at Perum Jasa Tirta II is based on the principles of Good Corporate Governance (GCG), risk management, information security, and the alignment of information technology with the Company's business strategy, as stipulated in the Joint Decree of the Supervisory Board and the Board of Directors No. KBS-4/DIR/03/2025 dated 26 March 2025 concerning the Guidelines for Information Technology Governance at Perum Jasa Tirta II.

berdasarkan prinsip keselarasan antara strategi bisnis dan strategi teknologi informasi guna memastikan bahwa investasi dan pemanfaatan TI memberikan nilai tambah bagi Perusahaan. Penerapan tata kelola TI mengacu pada Pedoman Tata Kelola Teknologi Informasi yang telah ditetapkan oleh Dewan Pengawas dan Direksi, dengan memperhatikan aspek tata kelola, perencanaan strategis TI, arsitektur TI, pengembangan layanan TI, pengelolaan data, keberlangsungan layanan, ketahanan dan keamanan siber, pengelolaan risiko, serta pengukuran kinerja TI secara berkelanjutan.

Dalam pelaksanaannya, tata kelola TI didukung oleh Komite Pengarah Teknologi Informasi (*IT Steering Committee*) yang berperan dalam memantau pelaksanaan Rencana Strategis Teknologi Informasi (RSTI), memberikan arahan dan rekomendasi terkait prioritas investasi dan pengembangan layanan TI, mengevaluasi manfaat bisnis (*business value realization)* dan risiko penerapan teknologi informasi, serta memastikan keselarasan antara inisiatif TI dengan kebutuhan bisnis Perusahaan. Selain itu, Bidang Teknologi Informasi secara berkala melaksanakan pengelolaan risiko, penguatan keamanan informasi, asesmen tingkat kematangan TI, pengukuran kinerja melalui indikator kinerja utama (KPI), *monitoring* implementasi program kerja, evaluasi efektivitas penerapan sistem informasi, tindak lanjut hasil audit dan asesmen, serta pelaporan penyelenggaraan TI kepada manajemen sebagai bagian dari penerapan *Good Corporate Governance* (GCG) dan perbaikan berkelanjutan.

In general, Information Technology governance at Perum Jasa Tirta II is implemented based on the principle of alignment between business strategy and IT strategy to ensure that IT investment and utilization deliver added value to the Company. The implementation of IT governance refers to the established IT Governance Guidelines issued by the Supervisory Board and the Board of Directors, taking into account governance aspects, IT strategic planning, IT architecture, IT service development, data management, service continuity, cyber resilience and security, risk management, and continuous IT performance measurement.

In its implementation, IT governance is supported by the Information Technology Steering Committee, which is responsible for monitoring the implementation of the IT Strategic Plan (RSTI), providing direction and recommendations related to IT investment priorities and service development, evaluating business value realization and IT-related risks, and ensuring alignment between IT initiatives and the Company's business needs. In addition, the Information Technology Division periodically conducts risk management activities, strengthens information security, performs IT maturity assessments, measures performance through key performance indicators (KPIs), monitors work program implementation, evaluates information system effectiveness, follows up on audit and assessment results, and reports IT governance implementation to management as part of Good Corporate Governance (GCG) practices and continuous improvement.

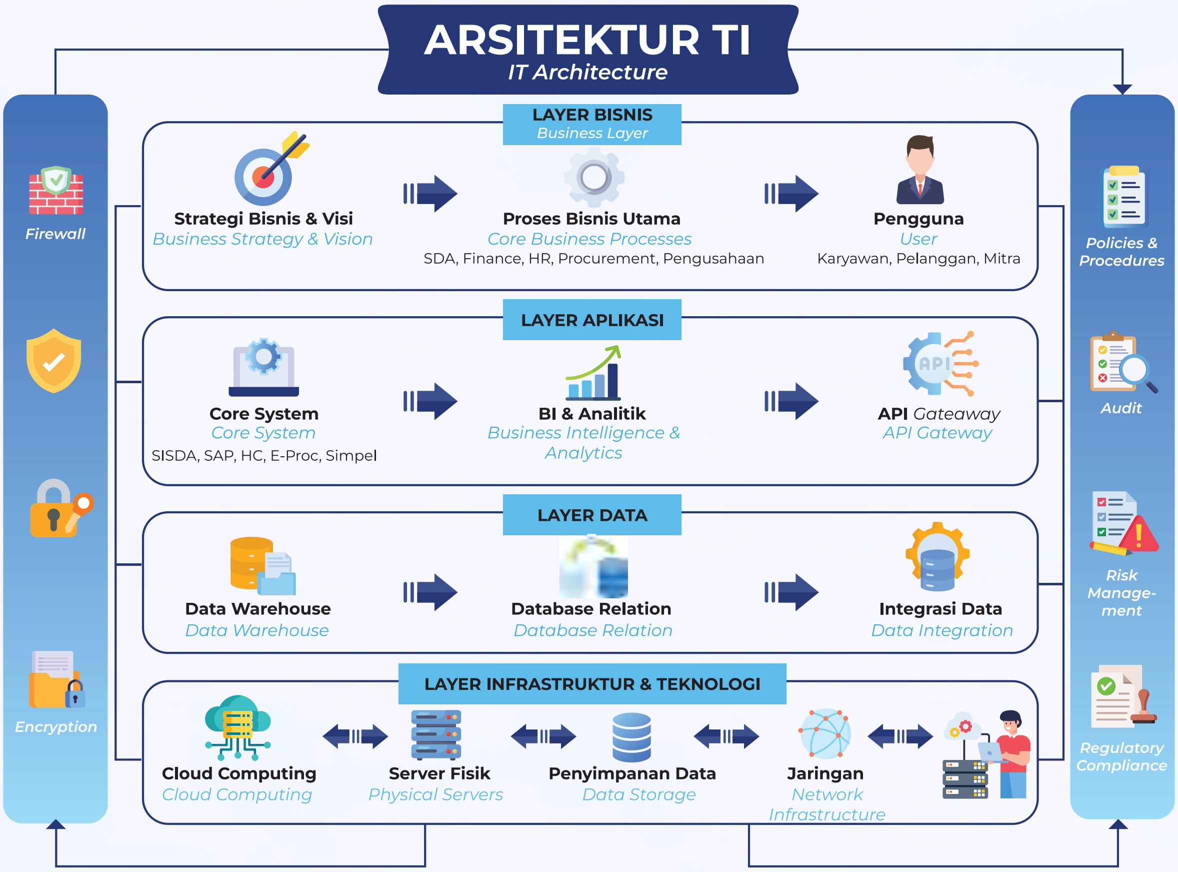


Arsitektur Teknologi Informasi

Arsitektur Teknologi Informasi menggambarkan kerangka pengembangan aplikasi, data, infrastruktur, dan tata kelola TI yang akan menjadi fondasi transformasi digital Perum Jasa Tirta II periode 2025–2029. Arsitektur ini menjadi acuan dalam pengembangan dan integrasi solusi teknologi informasi untuk mendukung digitalisasi proses bisnis, peningkatan kualitas layanan, pengelolaan sumber daya air yang lebih cerdas, serta pengambilan keputusan berbasis data.

Information Technology Architecture

The Information Technology (IT) Architecture describes the framework for application development, data management, infrastructure, and IT governance that will serve as the foundation for Perum Jasa Tirta II's digital transformation for the 2025–2029 period. This architecture serves as a reference for the development and integration of IT solutions to support business process digitalization, improved service quality, smarter water resources management, and data driven decision making.



Arsitektur Teknologi Informasi PJT II Tahun 2025–2029 diarahkan untuk membangun ekosistem digital yang terintegrasi, berbasis data, *Artificial Intelligence* (AI), dan *Internet of Things* (IoT), dengan dukungan infrastruktur yang andal, aman, dan berkelanjutan. Arsitektur ini menjadi landasan transformasi digital perusahaan dalam mendukung pengelolaan sumber daya air yang lebih cerdas, peningkatan kualitas layanan, efisiensi operasional, serta pengambilan keputusan yang cepat, akurat, dan berbasis data.

Untuk mendukung pengelolaan data perusahaan yang lebih efektif dan terintegrasi, pengembangan arsitektur TI juga diarahkan pada peningkatan interoperabilitas dan integrasi data antar aplikasi sehingga tercipta sumber data yang konsisten (*single source of truth*) sebagai dasar pengambilan keputusan yang lebih cepat, akurat, dan terpercaya.

The IT Architecture of PJT II for 2025–2029 is directed toward building an integrated digital ecosystem based on data, Artificial Intelligence (AI), and the Internet of Things (IoT), supported by reliable, secure, and sustainable infrastructure. This architecture serves as the foundation for the Company's digital transformation in supporting smarter water resources management, improved service quality, operational efficiency, and faster, more accurate, and data driven decision making.

To support more effective and integrated enterprise data management, the development of IT architecture is also directed toward enhancing interoperability and data integration across applications, thereby creating a consistent data source (single source of truth) as a basis for faster, more accurate, and more reliable decision-making.

Roadmap Teknologi Informasi

Roadmap Teknologi Informasi Perum Jasa Tirta II Tahun 2025–2029 disusun berdasarkan Rencana Strategis Teknologi Informasi (RSTI) sebagai pedoman implementasi program dan inisiatif TI dalam mendukung transformasi digital perusahaan. *Roadmap* ini mengarahkan pengembangan teknologi informasi agar selaras dengan strategi bisnis, kebutuhan operasional, serta perkembangan teknologi yang relevan guna mewujudkan sistem informasi yang terintegrasi, andal, aman, dan berkelanjutan.

Secara umum, *roadmap* implementasi TI periode 2025–2029 difokuskan pada empat area utama, yaitu:

1. Penguatan Tata Kelola dan Kepatuhan TI, melalui asesmen IT Maturity, *roadmap* INDI 4.0, audit TI, keamanan siber, serta pengembangan E-GRC dan e-KKA.
2. Pengembangan Aplikasi Bisnis dan Digitalisasi Proses, melalui pengembangan sistem pengelolaan sumber daya air, layanan pelanggan, operasional, dan aplikasi pendukung bisnis lainnya.
3. Modernisasi Infrastruktur dan Keamanan Siber, melalui peningkatan server, jaringan, pusat data, *Disaster Recovery Center* (DRC), serta implementasi teknologi keamanan siber.
4. Pemanfaatan Data dan Kecerdasan Buatan (AI), melalui pengembangan dashboard strategis, analitik data, dan penerapan AI untuk mendukung pengambilan keputusan dan peningkatan efisiensi operasional.

Penyusunan *Roadmap* Teknologi Informasi juga mempertimbangkan hasil *asesmen IT Maturity*, hasil audit teknologi informasi, hasil asesmen dan *roadmap* INDI 4.0, evaluasi risiko TI, serta kebutuhan transformasi digital perusahaan guna memastikan program pengembangan teknologi informasi memberikan nilai

Information Technology Roadmap

The Information Technology Roadmap of Perum Jasa Tirta II for the 2025–2029 period is developed based on the Information Technology Strategic Plan (RSTI) as a guideline for implementing IT programs and initiatives in support of the Company's digital transformation. This roadmap directs IT development to ensure alignment with business strategy, operational needs, and relevant technological advancements in order to realize an integrated, reliable, secure, and sustainable information system.

Overall, the IT implementation roadmap for the 2025–2029 period focuses on four key areas:

1. *Penguatan Tata Kelola dan Kepatuhan TI, melalui asesmen IT Maturity, roadmap INDI 4.0, audit TI, keamanan siber, serta pengembangan E-GRC dan e-KKA.*
2. *Business Application Development and Process Digitalization, through the development of water resources management systems, customer services, operational systems, and other supporting business applications;*
3. *Infrastructure Modernization and Cybersecurity Enhancement, through upgrades of servers, networks, data centers, Disaster Recovery Center (DRC), and implementation of cybersecurity technologies;*
4. *Data Utilization and Artificial Intelligence (AI), through the development of strategic dashboards, data analytics, and AI implementation to support decision-making and operational efficiency improvements.*

The preparation of the IT Roadmap also takes into account the results of IT maturity assessments, IT audit findings, INDI 4.0 assessments and roadmap, IT risk evaluations, and the Company's digital tambah dan manfaat yang optimal bagi Perusahaan.

transformation needs, ensuring that IT development programs deliver optimal value and benefits for the Company.

Berikut gambaran arah strategis pengembangan aplikasi Perum Jasa Tirta II:

The following illustrates the strategic direction of application development at Perum Jasa Tirta II:

ARAH STRATEGIS PENGEMBANGAN APLIKASI/*Strategic Direction of Application Development*

Advance Strategic Information System

Kelompok aplikasi untuk mendukung keputusan strategis melalui data real-time, dashboard interaktif, dan laporan analitik, guna mengoptimalkan bisnis dan perencanaan jangka panjang.

A group of applications to support strategic decisions through real-time data, interactive dashboards, and analytical reports, in order to optimize business and long-term planning.

Integrated Water Resources Management System

Penerapan sistem berbasis Artificial Intelligence (AI) untuk mengelola sumber daya air melalui prediksi, mitigasi risiko, dan optimalisasi operasional secara real-time.

Implementation of an Artificial Intelligence (AI)-based system to manage water resources through real-time prediction, risk mitigation, and operational optimization.

Advance Back Office Management System

Kelompok aplikasi yang dibangun untuk mendukung digitalisasi proses keuangan, SDM, dan logistik guna meningkatkan efisiensi, akurasi data, serta pengambilan keputusan berbasis data.

Applications built to optimize customer service through response automation and AI technology-based collaboration.

Advance Front Office Management System

Aplikasi yang dibangun guna mengoptimalkan layanan pelanggan melalui otomatisasi respon dan kolaborasi berbasis teknologi AI.

A group of applications built to support the digitalization of financial, HR, and logistics processes to improve efficiency, data accuracy, and data-driven decision-making.

PONDASI TEKNOLOGI/*Technology Foundation*

IoT (Internet of Things)

Teknologi (sensor, alat ukur, dll.) yang dapat mengirimkan data pada aplikasi.

Technology (sensors, measuring devices, etc.) capable of transmitting data to the Application.

AI (Artificial Intelligence)

Kecerdasan buatan yang digunakan untuk analisis data, prediksi, dan otomatisasi proses.

Artificial intelligence used for data analysis, forecasting, and process automation.

Server

Media untuk memproses dan menjalankan aplikasi.

Infrastructure used to process workloads and run applications.

Storage

Media untuk menyimpan data yang digunakan atau dihasilkan aplikasi.

Infrastructure used to store data utilized or generated by applications.

Network Infra-Structure

Media penghubung/koneksi antara perangkat komputer, gadget, IoT dan aplikasi.

Connectivity infrastructure linking computers, devices, IoT systems, and applications.

Supporting Facilities

Dalam hal ini adalah ketersediaan ruangan atau fasilitas DC dan DRC/Cadangan.

Including the availability of facilities such as Data Centers (DC) and Disaster Recovery Centers (DRC)/backup facilities.

ARAH STRATEGIS PENERAPAN TATA KELOLA TI/*Strategic Directions for IT Governance Implementation*

- Menilai kematangan pengelolaan TI dan keamanan siber secara periodik / *Periodically assessing IT management and cybersecurity maturity.*
- Menyusun roadmap transformasi digital berbasis Industri 4.0. / *Developing an Industry 4.0-based digital transformation roadmap.*
- Melaksanakan pelatihan dan audit untuk memastikan kepatuhan, keamanan, dan efektivitas TI / *Conducting training programs and audits to ensure IT compliance, security, and effectiveness.*

Disaster Recovery Plan (DRP)

Dalam rangka mendukung implementasi Sistem Manajemen Keberlangsungan Usaha (SMKU), Perum Jasa Tirta II telah menetapkan dan menerapkan Prosedur Rencana Pemulihan Bencana Teknologi Informasi (IT *Disaster Recovery Plan*/ DRP) serta membentuk Satuan Tugas Pemulihan Layanan TI guna memastikan kesiapan pemulihan layanan teknologi informasi apabila terjadi gangguan atau bencana.

Pada tahun 2025, Perusahaan telah melaksanakan simulasi dan pengujian DRP yang menunjukkan efektivitas mekanisme pemulihan layanan TI. Hasil pengujian menunjukkan capaian *Recovery Point Objective* (RPO) sebesar 0 detik dan *Recovery Time Objective* (RTO) sebesar 4 menit, yang mencerminkan kesiapan Perusahaan dalam menjaga keberlangsungan operasional dan layanan bisnis.

Disaster Recovery Center (DRC)

Sebagai bagian dari upaya menjaga keberlangsungan layanan teknologi informasi, Perum Jasa Tirta II telah menerapkan mekanisme backup dan replikasi data secara berkala pada infrastruktur cadangan yang berada di Unit Wilayah I Bekasi. Infrastruktur tersebut digunakan untuk mendukung proses pemulihan data dan layanan TI apabila terjadi gangguan pada sistem utama.

Saat ini Perusahaan telah menerapkan mekanisme pemulihan layanan berbasis infrastruktur cadangan yang berada pada lokasi berbeda dari sistem utama. Untuk meningkatkan kesiapan keberlangsungan layanan TI, Perusahaan juga menerapkan mekanisme *High Availability* (HA), replikasi data, serta pengujian *Disaster Recovery Plan* (DRP) secara berkala. Pengembangan fasilitas *Disaster Recovery Facility* yang memenuhi prinsip pemisahan lokasi

Disaster Recovery Plan (DRP)

In support of the implementation of the Business Continuity Management System (BCMS), Perum Jasa Tirta II has established and implemented the Information Technology Disaster Recovery Plan (IT DRP) procedure and formed an IT Service Recovery Task Force to ensure readiness for restoring IT services in the event of disruptions or disasters.

In 2025, the Company conducted DRP simulations and testing, which demonstrated the effectiveness of IT service recovery mechanisms. The test results showed a Recovery Point Objective (RPO) of zero seconds and a Recovery Time Objective (RTO) of four minutes, reflecting the Company's readiness to maintain operational continuity and business services.

Disaster Recovery Center (DRC)

As part of efforts to ensure IT service continuity, Perum Jasa Tirta II has implemented regular data backup and replication mechanisms on a backup infrastructure located at the Bekasi Regional Unit I. This infrastructure is used to support data and IT service recovery processes in the event of disruptions to the primary system.

Currently, the Company has implemented service recovery mechanisms supported by backup infrastructure located in a different site from the primary system. To further enhance IT service continuity readiness, the Company has also implemented High Availability (HA) mechanisms, data replication, and periodic Disaster Recovery Plan (DRP) testing. The development of a Disaster Recovery Facility that ensures more optimal site separation is planned in the 2025–2029 IT Roadmap.

secara lebih optimal telah direncanakan dalam *Roadmap* Teknologi Informasi Tahun 2025–2029.

Penguatan *Cyber Security*

Perum Jasa Tirta II terus memperkuat keamanan siber melalui penerapan tata kelola keamanan informasi yang mengacu pada Pedoman Sistem Manajemen Keamanan Informasi (SMKI). Implementasi SMKI menjadi landasan dalam pengelolaan risiko keamanan informasi, pelindungan data, pengendalian akses, penanganan insiden, serta peningkatan kesadaran keamanan informasi di lingkungan Perusahaan.

Sebagai bagian dari upaya peningkatan kapabilitas keamanan siber, Perusahaan secara berkala melaksanakan asesmen keamanan siber dan penanganan insiden. Pada tahun 2024, Perusahaan melaksanakan Penilaian *Cyber Security Maturity* (CSM) serta membentuk *Computer Security Incident Response Team* (CSIRT) untuk memperkuat kemampuan deteksi, respons, dan pemulihan insiden keamanan siber. Selanjutnya pada tahun 2025, Perusahaan melaksanakan asesmen keamanan siber menggunakan Indeks Keamanan Informasi dan Siber (IKAS) serta memperkuat struktur dan mekanisme kerja CSIRT.

Selain itu, Perusahaan terus melakukan penguatan pengamanan infrastruktur dan endpoint, peningkatan kompetensi SDM melalui program *awareness* keamanan informasi dan pelindungan data pribadi, serta peningkatan kemampuan penanganan insiden siber guna menjaga keamanan informasi dan mendukung keberlangsungan operasional Perusahaan.

Selain itu, Perusahaan terus meningkatkan kepatuhan terhadap ketentuan perlindungan data pribadi melalui penyusunan kebijakan dan prosedur pendukung, peningkatan kesadaran pengguna, penguatan pengendalian akses terhadap data dan informasi perusahaan, serta penerapan prinsip-prinsip keamanan informasi dalam pengelolaan data pribadi.

Cybersecurity Strengthening

Perum Jasa Tirta II continues to strengthen cybersecurity through the implementation of an information security governance framework aligned with the Information Security Management System (ISMS) guidelines. The implementation of ISMS serves as the foundation for managing information security risks, data protection, access control, incident handling, and enhancing information security awareness across the Company.

As part of efforts to enhance cybersecurity capabilities, the Company periodically conducts cybersecurity assessments and incident response activities. In 2024, the Company conducted a Cyber Security Maturity (CSM) assessment and established a Computer Security Incident Response Team (CSIRT) to strengthen its capabilities in detection, response, and recovery from cybersecurity incidents. Subsequently, in 2025, the Company conducted an Information and Cyber Security Index (IKAS) assessment and further strengthened the structure and operating mechanisms of the CSIRT.

In addition, the Company continues to enhance infrastructure and endpoint security, improve human resource competencies through information security and personal data protection awareness programs, and strengthen cyber incident handling capabilities to ensure information security and support operational continuity. Furthermore, the Company continuously improves compliance with personal data protection regulations through the development of supporting policies and procedures, increased user awareness, strengthened access controls over corporate data and information, and the implementation of information security principles in the management of personal data.

Risiko Utama dan Disrupsi Teknologi Informasi
Key Risks and Disruptions in Information Technology

Tahun/ *Year*	Risiko Utama TI/ *Key IT Risks*	Dampak Potensial/ *Potential Impacts*	Mitigasi yang Dilakukan/ *Mitigation Actions*	Status/ *Status*
2025	Potensi Kebocoran Data Operasional dan Strategis Perusahaan *Potential leakage of the Company's operational and strategic data*	Gangguan operasional, kebocoran informasi strategis, penurunan reputasi perusahaan, dan potensi kerugian finansial *Operational disruption, leakage of strategic information, reputational damage, and potential financial losses*	Penguatan sistem keamanan aplikasi dan infrastruktur TI, implementasi *Active Directory* (AD) dan *Single Sign-On* (SSO), *Penetration Test & Vulnerability Assessment*, implementasi *Digital Signature* PERURI, pembentukan CSIRT PJT II, implementasi WAF, pembaruan *firmware* dan *security patch*, serta Audit dan Monitoring Keamanan Siber bersama BSSN. *Strengthening application and IT infrastructure security systems; implementation of Active Directory (AD) and Single Sign-On (SSO); Penetration Testing and Vulnerability Assessment; implementation of PERURI Digital Signature; establishment of PJT II CSIRT; deployment of Web Application Firewall (WAF); firmware updates and security patching; as well as cybersecurity audits and monitoring in collaboration with BSSN*	Pengendalian telah dilaksanakan dan sebagian besar program mitigasi selesai pada tahun 2025. *Controls have been implemented, and most mitigation programs were completed in 2025*
2026	Kerentanan Keamanan Siber yang Tidak Terdeteksi *Undetected Cybersecurity Vulnerabilities*	Gangguan layanan TI, akses tidak sah terhadap sistem dan data perusahaan, kebocoran data, serta potensi gangguan operasional dan reputasi perusahaan *IT service disruptions, unauthorized access to corporate systems and data, data breaches, as well as potential operational and reputational disruptions to the Company.*	Penguatan pengendalian keamanan siber secara berkelanjutan, pelaksanaan audit TI berkala oleh auditor eksternal, pelaksanaan *Vulnerability Assessment* dan *Penetration Test* (VAPT), *monitoring level event* SIEM dan jumlah kerentanan kritis hasil pengujian keamanan, evaluasi dan penyempurnaan *Key Risk Indicator* (KRI) keamanan siber, serta peningkatan efektivitas pengendalian keamanan informasi. *Continuous strengthening of cyber security controls, periodic IT audits conducted by external auditors, execution of Vulnerability Assessment and Penetration Testing (VAPT), monitoring of SIEM event levels and the number of critical vulnerabilities from security testing, evaluation and refinement of cyber security Key Risk Indicators (KRIs), as well as enhancing the effectiveness of information security controls.*	Risiko dimonitor secara berkala melalui KRI keamanan siber dan pengendalian yang telah ditetapkan guna memastikan efektivitas pengendalian keamanan informasi. *Risks are monitored periodically through cyber security KRIs and established controls to ensure the effectiveness of information security management.*

Pada tahun 2025, risiko utama Teknologi Informasi Perum Jasa Tirta II adalah potensi kebocoran data operasional dan strategis perusahaan. Untuk memitigasi risiko tersebut, Perusahaan telah melaksanakan berbagai inisiatif penguatan keamanan informasi dan keamanan siber, antara lain implementasi *Active Directory* dan *Single Sign-On*, *Penetration Test & Vulnerability Assessment*, pembentukan *Computer Security Incident Response Team* (CSIRT), implementasi *Digital Signature* PERURI, serta penguatan infrastruktur keamanan jaringan dan aplikasi.

In 2025, the primary Information Technology risk for Perum Jasa Tirta II was the potential leakage of operational and strategic company data. To mitigate this risk, the Company implemented various information security and cybersecurity strengthening initiatives, including the implementation of Active Directory and Single Sign-On (SSO), Penetration Testing and Vulnerability Assessment (PT & VA), the establishment of a Computer Security Incident Response Team (CSIRT), implementation of PERURI Digital Signature, and strengthening of network and application security infrastructure.

Pada tahun 2026, fokus risiko berkembang menjadi kerentanan keamanan siber yang

In 2026, the risk focus is expected to shift toward undetected cybersecurity tidak terdeteksi seiring meningkatnya kompleksitas ancaman siber. Manajemen terus memperkuat pengendalian melalui monitoring keamanan siber, evaluasi indikator risiko utama (*Key Risk Indicator/ KRI*), serta peningkatan praktik tata kelola keamanan informasi. KRI yang digunakan meliputi jumlah kerentanan kritis hasil Penetration *Test* dan *level event Security Information and Event Management* (SIEM) tertinggi sebagai alat pemantauan efektivitas pengendalian keamanan siber. Selain itu, Komite Pemantau Risiko merekomendasikan pelaksanaan audit TI secara berkala oleh auditor eksternal bersertifikasi guna meningkatkan efektivitas pengendalian dan deteksi dini terhadap ancaman keamanan siber.

Risiko dan disrupsi teknologi informasi selama periode 2025–2026 didominasi oleh aspek keamanan informasi dan keamanan siber seiring meningkatnya digitalisasi proses bisnis dan ketergantungan Perusahaan terhadap teknologi informasi. Berbagai langkah mitigasi telah dilaksanakan untuk menjaga kerahasiaan, integritas, dan ketersediaan informasi perusahaan, serta meningkatkan ketahanan siber guna mendukung keberlangsungan operasional dan transformasi digital Perusahaan. Evaluasi risiko, pemantauan indikator risiko utama (*Key Risk Indicator/KRI*), serta pengukuran efektivitas pengendalian dilakukan secara berkala sebagai bagian dari proses manajemen risiko perusahaan.

Realisasi Program Pengembangan Teknologi Informasi Tahun 2025

Pada tahun 2025, Perum Jasa Tirta II terus memperkuat fondasi transformasi digital melalui pengembangan tata kelola teknologi informasi, peningkatan keamanan informasi dan keamanan siber, pengembangan sistem informasi, serta penguatan kapabilitas sumber daya manusia. Berbagai inisiatif tersebut dilaksanakan untuk mendukung

vulnerabilities, in line with the increasing complexity of cyber threats. Management continues to strengthen controls through cybersecurity monitoring, evaluation of Key Risk Indicators (KRIs), and enhancement of information security governance practices. The KRIs used include the number of critical vulnerabilities identified through Penetration Testing and the highest Security Information and Event Management (SIEM) event levels as tools to monitor the effectiveness of cybersecurity controls. In addition, the Risk Oversight Committee recommends periodic IT audits conducted by certified external auditors to improve control effectiveness and enable early detection of cybersecurity threats.

IT related risks and disruptions during the 2025–2026 period are predominantly driven by information security and cybersecurity aspects, reflecting the increasing digitalization of business processes and the Company's growing reliance on information technology. Various mitigation measures have been implemented to ensure confidentiality, integrity, and availability of corporate information, as well as to strengthen cyber resilience in support of business continuity and the Company's digital transformation. Risk evaluation, monitoring of key risk indicators (KRIs), and assessment of control effectiveness are conducted periodically as part of the Company's enterprise risk management process.

Realization of Information Technology Development Programs in 2025

In 2025, Perum Jasa Tirta II continued to strengthen the foundation of its digital transformation through the development of IT governance, enhancement of information security and cybersecurity, development of information systems, and strengthening of human resource capabilities. These initiatives were implemented to support improved operational effectiveness, service quality, peningkatan efektivitas operasional, kualitas layanan, dan pengambilan keputusan berbasis data.

Salah satu capaian utama pada tahun 2025 adalah selesainya penyusunan Rencana Strategis Teknologi Informasi (RSTI) Tahun 2025–2029 yang menjadi pedoman pengembangan teknologi informasi dan transformasi digital perusahaan dalam jangka menengah. Perusahaan juga memperkuat tata kelola teknologi informasi melalui penyusunan dan penetapan Pedoman Tata Kelola Teknologi Informasi, penyempurnaan kebijakan dan prosedur TI, serta pelaksanaan sosialisasi RSTI, pedoman, dan prosedur TI guna meningkatkan pemahaman serta penerapan tata kelola teknologi informasi secara konsisten di seluruh unit kerja.

Selain itu, Perusahaan melaksanakan berbagai inisiatif peningkatan kapabilitas teknologi informasi melalui asesmen tingkat kematangan TI (*IT Maturity*), *Post Implementation Review* (PIR), asesmen dan penyusunan *Roadmap* INDI 4.0, serta berbagai program evaluasi dan perbaikan berkelanjutan guna mendukung efektivitas penerapan teknologi informasi dan transformasi digital perusahaan.

Pada aspek keamanan informasi dan keamanan siber, Perusahaan melaksanakan berbagai program penguatan keamanan melalui asesmen keamanan siber menggunakan Indeks Keamanan Informasi dan Siber (IKAS), penguatan kapabilitas *Computer Security Incident Response Team* (CSIRT), *implementasi Digital Signature* PERURI, pelaksanaan Penetration *Test dan Vulnerability Assessment*, serta pengujian *Disaster Recovery Plan* (DRP) guna meningkatkan ketahanan dan keberlangsungan layanan teknologi informasi.

and data driven decision making.

One of the key achievements in 2025 was the completion of the Information Technology Strategic Plan (RSTI) for 2025–2029, which serves as the guiding framework for the Company's medium-term IT development and digital transformation agenda. The Company also strengthened IT governance through the formulation and adoption of IT Governance Guidelines, refinement of IT policies and procedures, and dissemination of the RSTI, guidelines, and procedures to ensure consistent implementation across all business units.

In addition, the Company implemented various initiatives to enhance IT capability maturity through IT Maturity assessments, Post Implementation Reviews (PIR), INDI 4.0 assessment and roadmap development, as well as continuous evaluation and improvement programs to enhance the effectiveness of IT implementation and digital transformation.

In the area of information security and cybersecurity, the Company implemented various strengthening programs, including cybersecurity assessments using the Information and Cybersecurity Index (IKAS), enhancement of the Computer Security Incident Response Team (CSIRT) capabilities, implementation of PERURI Digital Signature, Penetration Testing and Vulnerability Assessment, and Disaster Recovery Plan (DRP) testing to improve resilience and continuity of IT services.

In information system development, the Company carried out the development and integration of business application systems, optimization of IT services, and increased utilization of digital technologies to support business process efficiency and service quality improvement for stakeholders.

Di bidang pengembangan sistem informasi, Perusahaan melaksanakan pengembangan dan integrasi aplikasi pendukung proses bisnis, optimalisasi layanan teknologi informasi, serta peningkatan pemanfaatan teknologi digital untuk mendukung efektivitas proses bisnis dan peningkatan kualitas layanan kepada pemangku kepentingan.

Selain itu, Perusahaan terus meningkatkan kompetensi sumber daya manusia di bidang teknologi informasi melalui berbagai program pelatihan dan sertifikasi guna mendukung pengelolaan teknologi informasi yang profesional dan berkelanjutan.

Berbagai upaya tersebut turut mendorong peningkatan kapabilitas tata kelola teknologi informasi yang tercermin dari hasil *asesmen IT Maturity* tahun 2025 dengan skor 3,01, meningkat dibandingkan hasil asesmen tahun 2023 sebesar 2,63. Peningkatan ini menunjukkan komitmen Perusahaan dalam memperkuat tata kelola teknologi informasi sebagai *enabler transformasi digital* dan pencapaian sasaran strategis Perusahaan.

Audit Teknologi Informasi

Dalam rangka memastikan efektivitas pengendalian dan tata kelola teknologi informasi, Perum Jasa Tirta II secara berkala melaksanakan audit dan evaluasi terhadap pengelolaan teknologi informasi. Hasil audit menjadi dasar dalam penyusunan dan pelaksanaan program perbaikan berkelanjutan guna meningkatkan keandalan layanan, pengendalian, dan tata kelola teknologi informasi Perusahaan.

Seluruh tindak lanjut atas hasil pengujian ICOFR ITGC Tahun 2024 telah diselesaikan pada tahun 2025 (100% *closed*).

Furthermore, the Company continued to enhance the competencies of its IT human resources through various training and certification programs to support professional and sustainable IT management.

These efforts contributed to the improvement of IT governance capability, as reflected in the IT Maturity assessment score in 2025 of 3.01, an increase compared to 2.63 in 2023. This improvement demonstrates the Company's commitment to strengthening IT governance as an enabler of digital transformation and the achievement of strategic objectives.

Information Technology Audit

To ensure the effectiveness of IT control and governance, Perum Jasa Tirta II periodically conducts audits and evaluations of its IT management practices. Audit findings serve as the basis for continuous improvement programs aimed at enhancing the reliability of services, controls, and IT governance within the Company.

All follow-up actions related to the 2024 IT General Controls (ITGC) Internal Control over Financial Reporting (ICOFR) testing have been fully completed in 2025 (100% closed).

Judul Audit/ *Audit Title*	Jumlah Temuan/ *Number of Findings*	Jumlah Rekomendasi/ *Number of Recommendation*	Status/*Status*
Diagnostic Internal Control Over Financial Reporting (ICOFR) Tahap II – *Information Technology* General Control (ITGC) Tahun 2024 oleh KAP Hertanto, Grace, Karunawan (HGK) *Internal Control Over Financial Reporting (ICOFR) Diagnostics Phase II – Information Technology General Controls (ITGC) 2024 by KAP Hertanto, Grace, Karunawan (HGK)*	5	5	Seluruh rekomendasi telah ditindaklanjuti dan ditutup (100% *closed*) pada tahun 2025 *All recommendations have been fully addressed and closed (100% closed) in 2025*
Audit IT General Control (ITGC) dalam rangka Audit Laporan Keuangan Tahun Buku 2024 oleh KAP RSM Indonesia *Information Technology General Controls (ITGC) Audit for the Financial Statements Audit of Fiscal Year 2024 by KAP RSM Indonesia*	3	3	Seluruh rekomendasi telah ditindaklanjuti dan ditutup (100% *closed*) per 31 Desember 2025 *All recommendations have been fully addressed and closed (100% closed) as of December 31, 2025*

Hasil audit menunjukkan bahwa pengendalian umum teknologi informasi telah berjalan dengan baik. Seluruh rekomendasi yang diberikan auditor telah ditindaklanjuti oleh manajemen sebagai bagian dari komitmen terhadap peningkatan tata kelola, pengendalian internal, dan keamanan teknologi informasi secara berkelanjutan.

The audit results indicated that the Company's general information technology controls have been implemented effectively. All recommendations provided by the auditor have been followed up by management as part of its commitment to continuously enhancing IT governance, internal controls, and information technology security.

Rencana Program Kerja Teknologi Informasi Tahun 2026

Pada tahun 2026, pengembangan teknologi informasi akan difokuskan pada penguatan tata kelola teknologi informasi, peningkatan keamanan informasi dan keamanan siber, optimalisasi pemanfaatan sistem informasi, serta peningkatan kualitas layanan teknologi informasi guna mendukung efektivitas

Information Technology Work Program Plan for 2026

In 2026, information technology development will focus on strengthening IT governance, enhancing information and cybersecurity, optimizing the utilization of information systems, and improving the quality of IT services to support operational effectiveness and the achievement of the Company's objectives.

operasional dan pencapaian sasaran Perusahaan. Program kerja juga diarahkan pada peningkatan integrasi dan kualitas data, penguatan infrastruktur teknologi informasi, serta evaluasi berkelanjutan terhadap penerapan teknologi informasi di lingkungan Perusahaan.

Perusahaan juga akan melanjutkan berbagai inisiatif penguatan keamanan informasi dan keamanan siber melalui peningkatan pengendalian keamanan infrastruktur, penguatan kapabilitas penanganan insiden siber, peningkatan kesadaran keamanan informasi, serta pengembangan fasilitas pemulihan layanan guna mendukung keberlangsungan layanan teknologi informasi.

Selain itu, evaluasi dan perbaikan berkelanjutan akan dilakukan melalui pelaksanaan audit TI, asesmen tingkat kematangan teknologi informasi (*self-assessment*), *Post Implementation Review* (PIR), serta tindak lanjut atas hasil asesmen dan audit teknologi informasi. Pada aspek pengembangan sistem informasi, Perusahaan akan fokus pada optimalisasi pemanfaatan aplikasi yang telah tersedia, peningkatan kualitas dan integrasi data, pengembangan dashboard manajemen, serta penyempurnaan layanan teknologi informasi guna mendukung kebutuhan operasional dan pengambilan keputusan yang lebih cepat dan akurat.

Perusahaan juga akan melanjutkan peningkatan kompetensi sumber daya manusia di bidang teknologi informasi melalui pelatihan, sertifikasi, dan program pengembangan kapasitas lainnya guna mendukung pengelolaan teknologi informasi yang efektif, andal, dan berkelanjutan.

The work program will also be directed toward improving data integration and quality, strengthening IT infrastructure, and conducting continuous evaluations of information technology implementation across the Company.

The Company will also continue various initiatives to strengthen information security and cybersecurity through enhanced infrastructure security controls, improved cyber incident response capabilities, increased information security awareness, and the development of service recovery facilities to support the continuity of IT services.

In addition, continuous evaluation and improvement efforts will be carried out through IT audits, information technology maturity self-assessments, Post Implementation Reviews (PIRs), and follow up actions on assessment and audit findings. In terms of information system development, the Company will focus on optimizing the utilization of existing applications, improving data quality and integration, developing management dashboards, and enhancing IT services to support operational requirements and facilitate faster and more accurate decision-making.

The Company will also continue to enhance the competencies of its information technology workforce through training, certification programs, and other capacity building initiatives to support effective, reliable, and sustainable IT management.

PENGELOLAAN SUMBER DAYA MANUSIA
Human Capital Development

Perusahaan memahami, pengelolaan Sumber Daya Manusia (SDM) yang efektif sangat mendukung pencapaian tujuan bisnis secara optimal dan efisien. Integrasi SDM di semua lini maupun wilayah kerja diharapkan memberikan kontribusi yang maksimal bagi pertumbuhan berkelanjutan.

The Company recognizes that effective Human Capital (HC) management plays a critical role in supporting the achievement of business objectives in an optimal and efficient manner. The integration of human capital across all functions and operational areas is expected to contribute significantly to sustainable growth.

Pengelolaan Sumber Daya Manusia

Pengelolaan SDM di lingkungan Perum Jasa Tirta II merujuk kepada Peraturan Menteri Badan Usaha Milik Negara Republik Indonesia Nomor PER-3/MBU/03/2023 tentang Organ dan Sumber Daya Manusia Badan Usaha Milik Negara; Peraturan Direksi Perum Jasa Tirta II Nomor PRD-4/DIR/03/2025 tentang Pedoman Pengelolaan Sumber Daya Manusia di Lingkungan Perum Jasa Tirta II; Peraturan Direksi Perum Jasa Tirta II Nomor PRD-5/DIR/03/2025 tentang Pedoman Sistem Kompensasi dan Fasilitas di Lingkungan Perum Jasa Tirta II beserta perubahannya; Peraturan Direksi Perum Jasa Tirta II Nomor PRD-6/DIR/03/2025 tentang Pedoman Perjalanan Dinas di Lingkungan Perum Jasa Tirta II. Pengelolaan sumber daya manusia Perusahaan berada dibawah Direktorat Keuangan, SDM, dan Manajemen Risiko.

Divisi SDM bertanggung jawab mengelola SDM melalui 3 (tiga) bidang utama yaitu Bidang Strategi dan Pengembangan Organisasi, Bidang Pengelolaan Talenta dan Pengembangan SDM, serta Bidang Administrasi SDM & Hubungan Industrial.

Tata Kelola Sumber Daya Manusia

Dalam rangka membangun SDM sebagai katalisator penggerak usaha, Perum Jasa Tirta II telah mengembangkan Sistem Kinerja Berbasis Kompetensi yang terdiri dari Kamus Kompetensi dan Kebutuhan Kompetensi Jabatan, Sistem Penilaian Kinerja, Pengembangan Kompetensi Karyawan, Pembinaan

Human Capital Management

Human Capital management within Perum Jasa Tirta II refers to the Regulation of the Minister of State-Owned Enterprises of the Republic of Indonesia Number PER-3/MBU/03/2023 concerning the Organs and Human Resources of State-Owned Enterprises; the Board of Directors Regulation of Perum Jasa Tirta II Number PRD-4/DIR/03/2025 concerning Human Capital Management Guidelines within Perum Jasa Tirta II; the Board of Directors Regulation of Perum Jasa Tirta II Number PRD-5/DIR/03/2025 concerning Compensation and Facilities System Guidelines within Perum Jasa Tirta II, including its amendments; and the Board of Directors Regulation of Perum Jasa Tirta II Number PRD-6/DIR/03/2025 concerning Official Travel Guidelines within Perum Jasa Tirta II. The Company's human capital management function is under the Directorate of Finance, Human Capital, and Risk Management.

The Human Capital Division is responsible for managing human capital through 3 (three) main functions: the Organizational Strategy and Development Function, the Talent Management and Human Capital Development Function, and the Human Capital Administration and Industrial Relations Function.

Human Capital Governance

In its efforts to develop human capital as a catalyst for business growth, Perum Jasa Tirta II has established a Competency-Based Performance Management System dan Pengembangan Karir Karyawan, Pembentukan Komite Appraisal, dan Sistem Remunerasi Karyawan.

consisting of a Competency Dictionary and Job Competency Requirements, a Performance Appraisal System, Employee Competency Development Programs, Employee Career Development Programs, an Appraisal Committee, and an Employee Remuneration System.

Program Pengelolaan SDM Tahun 2025

Program pengelolaan SDM didasarkan pada rencana kerja dan anggaran yang tertuang dalam RKAP 2025. Penekanan utama dilakukan terhadap rencana strategi jangka pendek, menengah, dan panjang.

Human Capital Management Program in 2025

The Human Capital Management Program is based on the work plan and budget set forth in the 2025 RKAP (Corporate Work Plan and Budget). The primary focus is placed on the implementation of short-, medium-, and long-term strategic plans.

Jumlah dan Komposisi SDM

Jumlah SDM Perusahaan di tahun 2025 sebanyak 1001 karyawan. Jumlah ini menurun dibanding tahun 2024 sebanyak 1026 karyawan. Penurunan jumlah karyawan ini terutama didorong oleh adanya Karyawan Pensiun 18 orang, Resign 4 orang, PHK 1 orang, meninggal dunia 3 orang dan rekrutmen 1 orang.

Karyawan aktif di PJT II didominasi oleh karyawan berusia antara 30 hingga 50 tahun, sementara latar belakang pendidikan S1 sebanyak 329 orang atau 32,87% dan SMA sebanyak 515 orang atau 51,45%.

Human Capital Headcount and Composition

As of 2025, the Company employed a total of 1,001 employees, compared to 1,026 employees in 2024. This decrease was primarily attributable to 18 retirements, 4 resignations, 1 employment termination, and 3 employee deaths, while only 1 new employee was recruited during the year.

The active workforce of PJT II is predominantly composed of employees between 30 and 50 years of age. In terms of educational background, 329 employees, or 32.87%, hold undergraduate (Bachelor's) degrees, while 515 employees, or 51.45%, have completed senior high school education.

Jumlah Karyawan Berdasarkan Jenis Kelamin
Number of Employees by Gender

(orang / *person*)

Jenis Kelamin/*Gender*	2023	2024	2025	Perubahan/*Changes* 2024 – 2025
Pria / *Men*	826	806	783	23
Wanita / *Women*	216	220	218	2
Jumlah / Total	**1042**	**1026**	**1001**	**25**

Jumlah Karyawan Berdasarkan Jenjang Jabatan
Number of Employees by Position

(orang / *person*)

Jenjang Jabatan	2023	2024	2025	Perubahan 2024 – 2025
Sekretaris Perusahaan/Kepala SPI/Kepala Divisi/ General Manager/Spesialis Utama I/Manajer Proyek Utama/Fungsional Ahli I *Corporate Secretary / Head of Internal Audit Division / Head of Division / General Manager / Principal Specialist I / Principal Project Manager / Expert Functional I*	31	28	30	2
Manajer/Spesialis Utama II/Spesialis Senior I/ Koordinator Manajer Proyek/Fungsional Ahli *Manager / Principal Specialist II / Senior Specialist I / Project Manager Coordinator / Expert Functional*	71	69	71	2
Ass. Manager/Spesialis I/Spesialis II/Fungsional Ahli III/Anggota Tim Manajer Proyek BOD-3 *Assistant Manager / Specialist I / Specialist II / Expert Functional III / BOD-3 Project Management Team Member*	141	137	151	14
Supervisor/Spesialis Junior I/Spesialis Junior II/ Senior Officer I/Senior Officer II/Fungsional Senior II/ Fungsional Ahli/Anggota Tim Manajer Proyek BOD-4 *Supervisor / Junior Specialist I / Junior Specialist II / Senior Officer I / Senior Officer II / Senior Functional II / Expert Functional / BOD-4 Project Management Team Member*	275	268	301	33
Staf / *Staffs*	524	524	448	76
Jumlah / *Total*	**1042**	**1026**	**1001**	**25**

Jumlah Karyawan Berdasarkan Tingkat Pendidikan
Number of Employees by Position

(orang / *person*)

Tingkat Pendidikan	2023	2024	2025	Perubahan 2024 – 2025
Pasca Sarjana (S2 dan S3)	59	63	71	8
Strata 1	286	321	329	8
Diploma 3	87	91	86	5
SMA	551	605	515	90
SLTP	1	1	0	1
Jumlah / *Total*	**1042**	**1026**	**1001**	**25**

Jumlah Karyawan Berdasarkan Tahun Kelahiran
Number of Employees by Year of Birth

(orang / *person*)

Tahun Kelahiran/ *Year of Birth*	2023	2024	2025	Perubahan/ *Changes* 2024 – 2025
1967 - 1969	37	20	2	18
1970 – 1974	179	178	170	8
1975 – 1979	171	169	169	-
1980 – 1984	150	149	149	-
1985 – 1989	152	151	147	4
1990 – 1994	210	209	205	4
1995 – 1999	133	136	143	7
> 2000	10	14	16	2
Jumlah / *Total*	**1042**	**1026**	**1001**	**25**

Jumlah Karyawan Berdasarkan Masa Kerja
Number of Employees by Length of Service

(orang / *person*)

Masa Kerja/ *Length of Servic*	2023	2024	2025	Perubahan/ *Changes* 2024 – 2025
0 – 5 tahun / *Years*	261	249	73	176
6 – 10 tahun / *Years*	165	182	228	46
11 – 15 tahun / *Years*	262	257	309	52
16 – 20 tahun / *Years*	84	82	155	73
21 – 25 tahun / *Years*	157	99	92	7
26 – 30 tahun / *Years*	90	128	117	11
31 – 35 tahun / *Years*	18	28	26	2
> 35 tahun / *Years*	5	1	1	-
Jumlah / *Total*	**1042**	**1026**	**1001**	**25**

Jumlah Karyawan Berdasarkan Status Kepegawaian
Number of Employees by Employment Status

(orang / *person*)

Status Kepegawaian/ *Employment Status*	2023	2024	2025	Perubahan/ *Changes* 2024 – 2025
Karyawan / *Employees*	1028	1026	1001	25
Calon Karyawan / *Prospective Employees*	14	0	0	0
Jumlah / *Total*	**1042**	**1026**	**1001**	**25**

Jumlah Karyawan Berdasarkan Unit Kerja
Number of Employees by Work Units

(orang / *person*)

Unit Kerja	2023	2024	2025	Perubahan 2024 – 2025
Kantor Pusat / *Head Office*	286	282	294	12
Unit Wilayah I / *Regional Unit I*	147	145	135	10
Unit Wilayah II / *Regional Unit II*	144	140	126	14
Unit Wilayah III / *Regional Unit III*	157	154	146	8
Unit Wilayah IV / *Regional Unit IV*	94	90	91	1
Unit Wilayah V / *Regional Unit V*	8	9	13	4
Unit Wilayah VI / *Regional Unit VI*	8	9	12	3
Unit Wilayah VII / *Regional Unit VII*	8	9	14	5
Unit PLTA / *Hydroelectric Power Plant Unit*	135	131	122	9
Laboratorium Lingkungan / *Environmental Laboratory*	18	18	15	3
Pusat Pendidikan dan Pelatihan / *Education and Training Center*	0	0	8	8
Unit Usaha Pariwisata dan Hotel / *Tourism and Hotel Business Unit*	15	15	0	15
Unit Kerja Khusus SPAM Regional / *Regional SPAM Special Work Unit*	5	7	8	1
Unit Pengelola Program Manfaat Langsung BJPSDA / *Management Unit for BJPSDA Direct Benefit Program*	17	17	17	-
Jumlah / *Total*	**1042**	**1026**	**1001**	**25**

Jumlah Karyawan Berdasarkan Direktorat
Number of Employees by Directorate

(orang / *person*)

Direktorat	2023	2024	2025	Perubahan 2024 – 2025
Direktorat Utama / Main Directorate	56	55	55	-
Direktorat Keuangan, SDM, dan Manajemen Risiko / *Directorate of Finance, Human Resources, and Risk Management*	155	156	137	19
Direktorat Operasi dan Pemeliharaan / *Directorate of Operations and Maintenance*	779	766	736	30
Direktorat Pengembangan Usaha / *Directorate of Business Development*	52	49	73	24
Jumlah / *Total*	**1042**	**1026**	**1001**	**25**

Jumlah Karyawan Berdasarkan Penempatan (orang)
Number of Employees by Location

(orang / *person*)

Penempatan / *Placement*	**2023**	**2024**	**2025**	**Perubahan / *Changes* 2024 – 2025**
Operasional / *Operational*	75	744	787	43
Non Operasional / *Non-Operational*	286	282	214	68
Jumlah / *Total*	**1042**	**1026**	**1001**	**25**

Realisasi Rekrutmen Karyawan

Untuk mendukung kecukupan SDM dan bagian dari penyiapan ke depan, PJT II melakukan proses rekrutmen yang mencakup sumber internal maupun eksternal. Proses ini diselaraskan dengan kebutuhan Perusahaan, dengan mempertimbangkan kompetensi jabatan serta formasi tenaga kerja.

Dalam pelaksanaan rekrutmen, Perum Jasa Tirta II menerapkan strategi sebagai berikut:
1. Evaluasi sesuai kebutuhan tenaga kerja (*Man Power Planning*/ MPP) dan Analisa beban kerja (ABK) sesuai dengan penempatan karyawan eksisting .
2. Memperhatikan kemampuan perusahaan maka pemenuhan formasi tenaga kerja dan kebutuhan penyelesaian pekerjaan pada jangka waktu tertentu di unit kerja tertentu dipenuhi dengan rekrutmen pekerja waktu tertentu (PWT).

Pada Tahun 2025 telah direkrut sejumlah 1 (satu) PWT untuk posisi Fotografer sebanyak 1 (satu) orang di Unit Kerja Sekretariat Perusahaan.

Employee Recruitment Realization

To support workforce adequacy and future workforce preparedness, PJT II carries out recruitment processes through both internal and external sources. These processes are aligned with the Company's workforce requirements, taking into account job competency requirements and workforce planning needs.

In implementing its recruitment activities, Perum Jasa Tirta II applies the following strategies:

In implementing its recruitment activities, Perum Jasa Tirta II applies the following strategies:
1. *Conducting evaluations based on workforce requirements through Manpower Planning (MPP) and Workload Analysis (WLA), while considering the placement of existing employees.*
2. *Taking into account the Company's operational capacity, workforce requirements and short-term work completion needs within specific work units are fulfilled through the recruitment of Fixed-Term Employees (Pekerja Waktu Tertentu/PWT).*

In 2025, the Company recruited one (1) Fixed-Term Employee (PWT) for the position of Photographer within the Corporate Secretariat Work Unit.

No.	Nama Program / *Program Name*	Tanggal Pelaksanaan / *Execution Date*	Bidang / *Sector*	Penyelenggara / *Organizer*	Kota / *Citiese*
1.	Pelatihan Implikasi Pajak Atas Penggunaan Nilai Wajar (*Fair Value*) Dalam Laporan Keuanga *Training on the Tax Implications of Using Fair Value in Financial Statements*	8 Februari 2025 *February 8, 2025*	NON SDA/SDL	Ikatan Akuntan Indonesia (IAI) *Institute of Indonesia Chartered Accountants (IAI)*	Online
2.	Workshop S-oul Of CSR & CSV *"Soul of CSR & CSV" Workshop*	9-23 Februari 2025 *February 9-23, 2025*	NON SDA/SDL	WM Akademi & *Ted Cycle* *WM Academy & Ted Cycle*	Jakarta
3.	Internatinoal Webinar "*Water Can't Wait: Accelerating The Adoption Of Innovations In Water, Energy, And Food Security Nexus*" *International Webinar "Water Can't Wait: Accelerating The Adoption Of Innovations In Water, Energy, And Food Security Nexus"*	29-31 Januari 2025 *January 29-31, 2025*	NON SDA/SDL	*Center Of Excellence For Water And Climate Resilience* (CoE4WCR) *Center Of Excellence For Water And Climate Resilience (CoE4WCR)*	Yogyakarta
4.	Relawan Bakti BUMN Batch VII *BUMN Volunteer Program, Batch VII*	16-20 Februari 2025 *February 29-31, 2025*	NON SDA/SDL	Kementerian BUMN - PERTAMINA *Ministry of State-Owned Enterprises - PERTAMINA*	Papua
5.	Pelatihan *Internal Control Over Financial Reporting* *Internal Control Over Financial Reporting Training*	18-19 Februari 2025 *February 29-31, 2025*	OPR	PT Pendidikan Maritim & Logistik Indonesia/ PT PMLI *PT Pendidikan Maritim & Logistik Indonesia/ PT PMLI*	Bogor
6.	*Workshop* Komunikasi: Komunikasi melalui Media Sosial dengan Optimasi AI *Communication Workshop: Communication via Social Media with AI Optimization*	21-22 Februari 2025 *February 21-22, 2025*	NON SDA/SDL	KBUMN *PT Pendidikan Maritim & Logistik Indonesia/ PT PMLI*	Bandung
7.	*Next Gen Leadership* BUMN Muda Series - Jejak Masa Depan Series 2 *Next Gen Leadership: Young State-Owned Enterprises Series - Pathways to the Future Series 2*	27 Februari 2025 *February 27, 2025*	NON SDA/SDL	KBUMN	Jakarta
8.	*In Journey Hospitality Leadership Forum* tahun 2025	15 -19 Februari 2025 *February 15-19, 2025*	NON SDA/SDL	PT. HIN	Bali
9.	*Mastering* GRC (*Governance, Risk, and Compliance*) & QMS (*Quality Management System*) - *Strategies for Compliance and Business Excellence*	23 Maret 2025 *March 23, 2025*	OPR	Lean Indonesia	Online
10.	BUMN *School of Excellence* (BSE) *Masterclass* X, *Leadership Unlugged – Dare to Distrupt* *BUMN School of Excellence (BSE) Masterclass X, Leadership Unplugged – Dare to Disrupt*	22 April 2025 *April 22, 2025*	NON SDA/SDL	BUMN *School of Excellence* (BSE)	Bogor

No.	Nama Program / *Program Name*	Tanggal Pelaksanaan / *Execution Date*	Bidang / *Sector*	Penyelenggara / *Organizer*	Kota / *Citiese*
12.	Bimbingan Teknis Petugas OP *Modernisasi Irigasi Program Strategic Irigation Modernization* and Urgent Rehabilitation Project (SIMURP) *Technical Guidance for Operations and Maintenance Staff on Irrigation Modernization under the Strategic Irrigation Modernization and Urgent Rehabilitation Project (SIMURP)*	22 April 2025 *April 22 2025*	NON SDA/SDL	PUSDIKLAT	Jatiluhur
12.	In House Training Financial Budgeting	14 -15 Mei 202 *May 14-15 2025*	NON SDA/SDL	PUSDIKLAT	Jatiluhur
13.	In House Training Operasi Dan Pemeliharaan *In House Operation and Maintenance*	20-22 Mei 2025 *May 20-22 2025*	SDA/SDL	PUSDIKLAT	Jatiluhur
14.	Pelatihan *Risk Appetite Statement : Establishment, Implementation, and Evaluation* *Training on Risk Appetite Statement: Establishment, Implementation, and Evaluation*	21-22 April 2025 *April 21-22 2025*	OPR	CRMS Indonesia	Online
15.	Pelatihan Dasar Dasar Audit *Basic Audit Training*	7-14 April 2025 *April 7-14 2025*	NON SDA/SDL	CRMS Indonesia	Online
16.	Kunjungan *Diagnostik Mentor Water Organization Partnerships for Resilience* (WOP4R') *Diagnostic Visit by the Water Organization Mentor Partnerships for Resilience (WOP4R)*	8-12 April 2025 *April 8-12, 2025*	NON SDA/SDL	Water and Energy Commission Secretariat (WECS), Kathmandu, Nepal.	NEPAL
17.	Workshop SAK For Executive *SAK Workshop for Executives*	23-26 April 2025 *23-26 April, 2025*	NON SDA/SDL	Ikatan Akuntan Indonesia	JAKARTA
18.	Peserta In House Training Sistem Manajemen Anti Penyuapan (SMAP) *Participants in In-House Training on the Anti-Bribery Management System (SMAP)*	12 -13 Juni 2025 *June 12-13 2025*	NON SDA/SDL	PUSDIKLAT	Jatiluhur
19.	EUT Modul SAP FI (Finance) dan SAP CO (Controlling) *EUT Modules: SAP FI (Finance) and SAP CO (Controlling)*	16-17 Juni 2025 *June 16-17, 2025*	NON SDA/SDL	Ikatan Akuntan Indonesia *Institute of Indonesia Chartered Accountants (IAI)*	Jatiluhur
20.	EUT Modul Funds Management (FM) – ERP SAP Finance *EUT Module: Funds Management (FM) – SAP Finance ERP*	18-19 Juni 2025 *June 18-19, 2025*	NON SDA/SDL	PUSDIKLAT	Jatiluhur
21.	EUT Pengelolaan Master Data – ERP SAP Finance *EUT: Master Data Management – SAP Finance ERP*	23-25 Juni 2025 *June 23-25, 2025*	NON SDA/SDL	PUSDIKLAT	Jatiluhur
22.	EUT Basis IT – ERP SAP Finance *EUT: IT Fundamentals – SAP Finance ERP*	23-25 Juni 2025 *June 23-25, 2025*	NON SDA/SDL	PUSDIKLAT	Jatiluhur
23.	The 3rd Wetskills Indonesia Challenge	7-20 Juni 2025 *June 23-25 2025*	NON SDA/SDL	NUFFIC	Semarang
24.	Internal Control Over Financial Reporting (ICoFR)	21-22 Mei 2025 *May 21-22 2025*	OPR	Ikatan Akuntan Indonesia *Institute of Indonesia Chartered Accountants (IAI)*	Jakarta

No.	Nama Program / *Program Name*	Tanggal Pelaksanaan / *Execution Date*	Bidang / *Sector*	Penyelenggara / *Organizer*	Kota / *Citiese*
25.	Corporate Law for Executive Aspek Hukum Dalam Pengelolaan Korporasi BUMN *Corporate Law for Executives: Legal Aspects of State-Owned Enterprise Management*	15-16 Mei 2025 *May 15-16, 2025*	NON SDA/SDL	Center Of Excellence For Water And Climate Resilience (CoE4WCR)	Jakarta
26.	ORGANIZATION DEVELOPMENT PRACTITIONER PROGRAM *Organization Development Practitioner Program*	25 Juni -23 Juli 2025 *June 25,-July 23, 2025*	NON SDA/SDL	Kementerian BUMN - PERTAMINA	Online
27.	Pelatihan Environmental Social & Governance (ESG) Reporting *Environmental, Social, and Governance (ESG) Reporting Training*	25-26 Juni 2025 *June 25-26, 2025*	OPR	PT Pendidikan Maritim & Logistik Indonesia/ PT PMLI	Online
28.	Pelatihan Master Class : Compliance Management Series *Master Class Training: Compliance Management Series*	25-26 Juni 2025 *June 25-26, 2025*	OPR	KBUMN	Online
29.	GRC Series 2025: The Future of Corporate Governance: A Balance Between Power, Purpose, and Principles *GRC Series 2025: The Future of Corporate Governance: A Balance Between Power, Purpose, and Principles*	26 Juni 2025 *June 26, 2025*	OPR	KBUMN	Online
30.	Pelatihan Risk Management Maturity Assessment *Risk Management Maturity Assessment Training*	23-24 Juni 2025 *June 23-24, 2025*	OPR	PT. HIN	Surabaya
31.	Pengukuran Dampak Program CSR Menggunakan SROI (Social Return on Investment) *Measuring the Impact of CSR Programs Using SROI (Social Return on Investment)*	17-18 Juli 2025 *July 17-18, 2025*	NON SDA/SDL	PT.Dampak Sosial Indonesia	Online
32.	Pelatihan Accelerated Talent Development Program (ATDP) *Accelerated Talent Development Program (ATDP) Training*	8 Juli - 18 Juli 2025 *July 8-July 18 2025*	NON SDA/SDL	PPM MANAJEMEN	Jatiluhur
33.	In House Training Pengelolaan Arsip Dinamis *In-House Training on Dynamic Records Management*	15 Juli - 25 Juli 2025 *July 15-25, 2025*	NON SDA/SDL	PUSDIKLAT	Sumatera
34.	Relawan Bakti BUMN Batch VIII 2025 *BUMN Bakti Volunteers, Batch VIII, 2025*	14-17 Juli 2025 *July 14-17, 2025*	NON SDA/SDL	KBUMN	Online
35.	Integrated Anti Fraud Management System	14-19 Agustus 2025 *August 14-19, 2025*	OPR	CRMS Indonesia	Online
36.	ISO 37001 Anti Bribery Lead Implementer *GRC Series 2025: The Future of Corporate Governance: A Balance Between Power, Purpose, and Principles*	28 Juli -31 Juli 20205 *July 28-31, 2025*	OPR	CRMS Indonesia	Online
37.	Kursus Brevet C *Brevet C Course*	26 Juli - 4 Oktober 2025 *July 26 -October 4, 2025*	NON SDA/SDL	IAI	Online
38.	In House Training Program Digital Mindset Batch I dan II *Brevet C Course*	24 Juli 2025 *July 24, 2025*	NON SDA/SDL	PUSDIKLAT	Jatiluhur

No.	Nama Program	Tanggal Pelaksanaan	Bidang	Penyelenggara	Kota
38.	In House Training Program Digital Mindset Batch I dan II *In-House Digital Mindset Training Program, Batches I and II*	24 Juli 2025 *July 24, 2025*	NON SDA/SDL	PUSDIKLAT	Jatiluhur
39.	In House Training Program Digital Mindset Batch III *In-House Digital Mindset Training Program, Batches III*	8-10 September 2025 *September 8-10, 2025*	NON SDA/SDL	PUSDIKLAT	Jatiluhur
40.	In House Training Pengelolaan Bendungan Bidang Geoteknik *In-House Training on Geotechnical Dam Management*	2 -4 September 2025 *September 2-4, 2025*	SDA/SDL	PUSDIKLAT	Jatiluhur
41.	IHT Pelatihan Qualified Risk Management Officer (QRMO) *IHT Qualified Risk Management Officer (QRMO) Training*	-	NON SDA/SDL	PUSDIKLAT	Jatiluhur
42.	Workshop 6th Annual Conference On Hydro Power In Asia *Workshop at the 6th Annual Conference on Hydro Power in Asia*	28-29 Agustus 2025 *September 2-4, 2025*	SDA/SDL	Power Line Magazine	Jakarta
43.	Workshop Erosion and Sedimentation Studies In River Basins and Reservoir *Workshop on Erosion and Sedimentation Studies in River Basins and Reservoirs*	2-4 September 2025 *September 2-4, 2025*	SDA/SDL	UNDIP	Semarang
44.	Indonesia Human Capital & Beyond Summit 2025 *Indonesia Human Capital & Beyond Summit 2025*	2-3 September 2025 *September 2-3, 2025*	NON SDA/SDL	QUBISA	Jakarta
45.	Pelatihan Internal Control Testing *Internal Control Testing Training*	11-12 September 2025 *September 11-12, 2025*	OPR	CRMS Indonesia	Online
46.	Pelatihan Analisis Laporan Keuangan *Financial Statement Analysis Training*	12 September 2025 *September 12, 2025*	NON SDA/SDL	Ikatan Akuntan Indonesia Jawa Barat	Online
47.	TRAINING HUMAN RESOURCE MANAGEMENT *Human Resources Training Management*	7-10 Oktober 2025 *Oktober 7-10, 2025*	NON SDA/SDL	PPM Manajemen	Online
48.	WORKSHOP IMPLEMENTASI INTERNAL CONTROL OVER FINANCIAL REPORTING (ICOFR) *Workshop On The Implementation Of Internal Controls Over Financial Reporting (ICOFR)*	15-16 Oktober 2025 *Oktober 15-16, 2025*	OPR	IIA	Jakarta
49.	BUSINESS CONTINUITY MANAGEMENT BASED ON ISO 22301 *Business Continuity Management Based on ISO 22301*	20-22 Oktober 2025 *Oktober 20-22, 2025*	OPR	CRMS Indonesia	Online
50.	Penyusunan Kurikulum dan Silabus Pelatihan Berbasis Kompetensi *Human Resources Training Managements*	21-23 Oktober 2025 *Oktober 21-23, 2025*	NON SDA/SDL		Bandung

No.	Nama Program	Tanggal Pelaksanaan	Bidang	Penyelenggara	Kota
51.	Seminar Dan Pengukuhan Profesi CFRM (Certified Fraud And Risk Management *Seminar and Professional Certification Ceremony* *CFRM (Certified Fraud and Risk Management)*	3-6 November 2025 *November 3-6, 2025*	OPR	Asosiasi Auditor Internal	Yogjakarta
52.	Presentasi Makalah Pada Pertemuan Ilmiah Tahunan ke-42 Himpunan Ahli Teknik Hidraulik Indonesia (PIT KE-42 HATHI) *Paper Presentation at the 42nd Annual Scientific Meeting of the Indonesian Association of Hydraulic Engineers (PIT KE-42 HATHI)*	18 Oktober 2025 *October 18, 2025*	SDA/SDL	HATHI	Online
53.	Risk Maturity Form BUMN *Risk Maturity Form for State-Owned Enterprises (BUMN)*	24-25 November 2025 *November 24-25, 2025*	OPR	IAA	Online
54.	Peserta Wisuda Sertifikasi LSPMR CRGP dan Konferensi Nasional Profesional Manajemen Risiko XI-2025 *Graduates of the LSPMR CRGP Certification Program and the 11th National Conference on Risk Management Professionals 2025*	26-28 November 2025 *November 26-28, 2025*	OPR	CRMS Indonesia	Online dan Onsite
55.	Seminar Internasional HUT IAI ke-68, Indonesian Accountant: Resilient, Sustainable and Future-Ready Beyond Numbers, Building the Golden Future *68th Anniversary International Seminar of the Indonesian Institute of Accountants (IAI), "Indonesian Accountants: Resilient, Sustainable, and Future-Ready Beyond Numbers, Building the Golden Future"*	3-4 Desember 2025 *December 3-4, 2025*	NON SDA/SDL	IAI	Jakarta
56.	Pelaksanaan Knowledge Sharing Sap Finance - 2nd Production *SAP Finance Knowledge Sharing Session – 2nd Production*	1-3 Desember 2025 *Desember 1-3, 2025*	NON SDA/SDL	PUSDIKLAT	Jatiluhur
57.	Leadership Program & Inspiring Talk Ignasius Jonan *Leadership Program & Inspiring Talk by Ignasius Jonan*	-	NON SDA/SDL	IGNASIUS JONAN	-
58.	Talent Secondment Kementerian BUMN *Talent Secondment Program, Ministry of State-Owned Enterprises*	-	NON SDA/SDL	-	-

Sementara program sertifikasi yang diperoleh di tahun 2025 adalah:

Meanwhile, the certification programs to be completed in 2025 are:

No.	Nama Program	Tanggal Pelaksanaan	Bidang
1.	Sertifikasi Qualified Risk Management Professional (QRMP) *Qualified Risk Management Professional (QRMP) Certification*	21 - 25 April 2025	OPR
2.	Sertifikasi Qualified Risk Management Officer (QRMO) *Qualified Risk Management Officer (QRMO) Certification*	6-8 Mei 2025	OPR
3.	Sertifikasi Certified Fraud Risk Management (CFRM) *Certified Fraud Risk Management (CFRM) Certification*	28-30 April 2025	OPR
4.	Sertifikasi Audit Operasional & Asesmen *Operational Audit & Assessment Certification*	16-25 Juni 2025	OPR
5.	Analis Utama Pengoperasian PLTA *Senior Hydroelectric Power Plant Operations Analyst*	18 Juni 2025	SDA/SDL
6.	Analis Madya Pengoperasian PLTA *Intermediate Hydroelectric Power Plant Operations Analyst*		SDA/SDL
7.	Analis Muda Pengoperasian PLTA *Junior Hydroelectric Power Plant Operations Analyst*		SDA/SDL
8.	Pelaksana Madya Pengoperasian PLTA *Associate Hydroelectric Power Plant Operations Officer*		SDA/SDL
9.	Pelaksana Utama Pengoperasian PLTA *Senior Hydroelectric Power Plant Operations Officer*		SDA/SDL
10.	Sertifikasi Perancang Kontrak (Legal Drafter) *Certified Certified Contract Drafter (Legal Drafter)*	15-16 Mei 2025	NON SDA/SDL
11.	Sertifikasi Ahli HIMA *Certified Associate Industrial Hygienist*	10-11 Juni dan 1 Juli 2025	NON SDA/SDL
12.	Sertifikasi Kompetensi Public Relations 2025 *Public Relations Competency Certification 2025*	17- 18 Juni 2025	NON SDA/SDL
13.	Sertifikasi Higiene Industri Muda (HIMU)- BNSP *Certified Junior Industrial Hygienist – BNSP*	16-19 JUNI 2025	NON SDA/SDL
14.	Sertifikasi Ahli K3 Muda Lingkungan Kerja (Kemenaker) *Certified Junior Occupational Health and Safety (OHS) Specialist for Working Environment – Ministry of Manpower*	7-8 Juli 2025	NON SDA/SDL
15.	Sertifikasi Pertolongan Pertama pada Kecelakaan (P3K) *First Aid at Work Certification*	21,22,23 Juli 2025	NON SDA/SDL
16.	Sertifikasi BNSP – Skema Pelaksana Program Pemberdayaan Masyarakat *BNSP Certification – Community Empowerment Program Officer Scheme*	22-25 Juli 2025	NON SDA/SDL
17.	Sertifikasi Operator Mesin Diesel (Genset) Kelas 2 *Class 2 Diesel Engine (Generator Set) Operator Certification*	23-25 Juli 2025	SDA/SDL
18.	Pelatihan dan Sertifikasi Qualified Risk Management Officer (QRMO) *Qualified Risk Management Officer (QRMO) Training and Certification*	1,2 & 8 Juli 2025	OPR
19.	Sertifikasi Keahlian SDA (HATHI) , Perpanjangan *Water Resources Engineering Competency Certification (HATHI), Renewal*	-	SDA/SDL
20.	Sertifikasi Ahli K3 Umum (Spesialis K3LH/ Direktorat Operasi dan Pemeliharaan) *Certified General Occupational Health and Safety (OHS) Specialist (HSE Specialist / Directorate of Operations and Maintenance)*	4 Agustus s.d. 19 Agustus 2025	SDA/SDL
23.	Sertifikasi Nasional Pengadaan Barang/Jasa Pemerintah (Kompetensi Level-1) *National Certification for Government Procurement of Goods/ Services (Level-1 Competency)*		

No.	Nama Program	Tanggal Pelaksanaan	Bidang
21.	Pembekalan dan Sertifikasi Manajemen Air Minum (Ahli Muda , Madya dan Utama) *Drinking Water Management Briefing and Certification (Junior, Associate, and Senior Expert)*	25 - 30 Agustus 2025 *Agustus 25-30, 2025*	SDA/SDL
22.	Sertifikasi CSRS (Certified Sustainability Reporting Specialist) Batch 3 *Certified Sustainability Reporting Specialist (CSRS) Certification – Batch 3*	9-11 September 2025 *September 9-11, 2025*	NON SDA/SDL
23.	Sertifikasi Nasional Pengadaan Barang/Jasa Pemerintah (Kompetensi Level-1) *National Certification for Government Procurement of Goods/Services (Level-1 Competency)*	28 Agustus s.d. 18 September 2025 *Agustus 18-September 18, 2025*	NON SDA/SDL
24.	Uji Sertifikasi Petugas Pengambil Contoh Uji Udara Ambien dan Kebauan *Competency Testing for Ambient Air and Odor Sampling Officers*	18 September 2025 *September 18, 2025*	NON SDA/SDL
25.	In House Training Bimbingan Teknis dan Sertifikasi Kompetensi Ahli Teknik Bendungan Besar *In-House Training: Technical Guidance and Competency Certification for Large Dam Engineering Experts*	27-29 Agustus 2025 *August 27-29, 2025*	SDA/SDL
26.	Pelatihan dan Sertifikasi Certified Risk Governan Professional (CRGP) *Certified Risk Governance Professional (CRGP) Training and Certification*	9,10,12 September 2025 *September 9,10,12, 2025*	OPR
27.	Sertifikasi : Certified Human Resources Manager *Certification: Certified Human Resources Manager*	17-19 September 2025 *September 17-19, 2025*	NON SDA/SDL
28.	Sertifkasi : Certified Human Resources Asisten Manager *Certification: Certified Human Resources Assistant Manager*		NON SDA/SDL
29.	Sertifkasi : Certified Human Resources Supervisor *Certification: Certified Human Resources Supervisor*		NON SDA/SDL
30.	Sertifkasi : Certified Human Resources Staff *Certification: Certified Human Resources Staff*		NON SDA/SDL
31.	Sertifikasi Kompetisi Public Relations 2025 *Public Relations Competency Certification 2025*	2 & 9 Oktober 2025 *October 2 & 9, 2025*	NON SDA/SDL
32.	Perpanjangan SKKTK (Analisis Madya Pemeliharaan PLTA) *SKKTK Renewal (Associate Analyst for Hydroelectric Power Plant Maintenance)*	6 Oktober 2025 *October 6, 2025*	SDA/SDL
33.	Perpanjangan SKKTK (Analisis Muda Pemeliharaan PLTA) *SKKTK Renewal (Junior Analyst for Hydroelectric Power Plant Maintenance)*	2 & 9 Oktober 2025 *October 2 & 9, 2025*	SDA/SDL
34.	Perpanjangan SKKTK (Pelaksana Utama Pemeliharaan PLTA) *SKKTK Renewal (Senior Analyst for Hydroelectric Power Plant Maintenance)*	6 Oktober 2025 *Oktober 6, 2025*	SDA/SDL
35.	Sertifikasi Audit Operasional & Asesmen *Operational Audit & Assessment Certification*	8-16 September, 14 November 2025 *September 8-16, November 14, 2025*	OPR
36.	Sertifikasi Qualified Risk Management Officer (QRMO) *Qualified Risk Management Officer (QRMO) Certification*	10-12 November 2025 *November 10-12, 2025*	OPR
37.	Sertifikasi Qualified Risk Management Professional (QRMP) *Qualified Risk Management Professional (QRMP) Certification*	17-21 November 2025 *November 17-21, 2025*	OPR
38.	Sertifikasi Audit Operasional & Asesmen *Operational Audit & Assessment Certification*	3-11 November 2025 *November 3-11, 2025*	OPR
39.	CompTIA Network+ Training & Exam *CompTIA Network+ Training & Exam*	8-11 Desember 2025 *December 8-11, 2025*	NON SDA/SDL
40.	Sertifikasi CGRCP (Certified GRC Professional) *Certified GRC Professional (CGRCP) Certification*	16,17,18 Desember Online *December 16-18, 2025*	OPR
41.	Perpanjangan Sertifikasi CRMP *CRMP Certification Renewal*	17 Desember 2025 *December 17, 2025*	OPR

Manajemen Jenjang Karir

Kebijakan jenjang karir karyawan merupakan upaya Perum Jasa Tirta II untuk memberikan peluang bagi seluruh insan Perusahaan mengembangkan dirinya sesuai kebutuhan jabatan dalam organisasi dan potensi individual yang dimiliki. Manajemen pengembangan karir juga merupakan bagian dari upaya retensi karyawan. Perusahaan memiliki tanggung jawab dalam merencanakan dan menyusun proyeksi jenjang yang akan dilalui oleh karyawan selama meniti karirnya.

Pengembangan karir karyawan juga dilakukan melalui program mutasi (promosi dan rotasi), dengan memperhatikan aspek-aspek utama seperti hasil penilaian kinerja, kebutuhan Perusahaan, kompetensi dan pengalaman kerja. PJT II menerapkan asas kesetaraan dalam menetapkan mutase karyawan, tanpa membedakan suku, agama, ras, golongan, jenis kelamin, atau kondisi fisik.

Selama tahun 2025 terdapat 117 Karyawan yang mendapatkan kenaikan jabatan 1 (satu) level lebih tinggi, 440 Karyawan mendapatkan kenaikan *person grade*, dan 19 Karyawan mendapatkan suksesi jabatan.

Career Management

The Company's career management policy is designed to provide opportunities for all employees to develop their capabilities in accordance with organizational requirements and their individual potential. Career development management also serves as part of the Company's employee retention strategy. The Company is responsible for planning and establishing career pathways that employees may pursue throughout their professional careers.

Employee career development is also supported through transfer programs, including promotions and rotations, with due consideration given to performance appraisal results, organizational requirements, competencies, and work experience. PJT II applies the principle of equal opportunity in determining employee transfers without discrimination based on ethnicity, religion, race, social group, gender, or physical condition.

During 2025, a total of 117 employees were promoted to positions one level higher, 440 employees received person grade increases, and 19 employees participated in position succession programs.

Kesejahteraan Karyawan dan Berorganisasi

- Remunerasi. Perusahaan berupaya menjunjung asas kesetaraan dan kompetitif dengan industri sejenis dalam penyediaan remunerasi karyawan. Secara periodik disesuaikan dengan faktor internal seperti bobot kerja, serta faktor eksternal seperti ketentuan pengupahan yang berlaku. Sebagaimana diatur dalam Perjanjian Kerja Bersama (PKB) dan ketentuan pengupahan yang berlaku, struktur remunerasi meliputi: (i) penghasilan tetap yang terdiri dari:

Employee Welfare and Freedom of Association

- *Remuneration. The Company strives to uphold the principles of fairness and competitiveness in providing employee remuneration, benchmarking against comparable industries. Remuneration is reviewed periodically based on internal factors, such as job weight and responsibilities, as well as external factors, including prevailing wage regulations. As stipulated in the Collective Labor Agreement (CLA) and applicable employment regulations,* gaji pokok, tunjangan grade, tunjangan posisi, tunjangan keluarga, dan tunjangan khusus pajak; (ii) penghasilan tidak tetap berupa: tunjangan kinerja I yang terdiri dari tunjangan jasa produksi (jasprod) dan insentif, tunjangan hari raya keagamaan, tunjangan kinerja II, dan tunjangan penempatan wilayah kerja. Besaran penghasilan tetap, yakni gaji pokok, Perusahaan mengacu pada aspek hukum yang mengatur upah minimum dan kelayakan yang didasarkan pada beberapa indikator termasuk inflasi. Sementara besaran penghasilan tidak tetap dihitung berdasarkan unjuk kerja Perusahaan dan ketentuan yang berlaku serta tetap memperhatikan kemampuan Perusahaan

- Pelayanan Kesehatan. Berdasarkan Peraturan Direksi No. PRD-5/DIR/03/2025 tentang Pedoman Sistem Kompensasi dan Fasilitas di Lingkungan Perum Jasa Tirta II beserta perubahannya, perusahaan mengikutsertakan Karyawan dan Calon Karyawan beserta keluarga, dalam program Jaminan Kesehatan yang diselenggarakan oleh Badan Penyelenggara Jaminan Sosial (BPJS) Kesehatan.

  Selain itu, Perusahaan juga memberikan jaminan pemeliharaan Kesehatan bagi Karyawan berupa pemeriksaan dan pengobatan yang meliputi:

  1. Rawat Inap
  2. Rawat Jalan
  3. *Medical Check Up*
  4. Persalinan dan/ atau Keguguran
  5. Alat Bantu
  6. Pengobatan Akupuntur
  7. Fisioterapi
  8. Unit Gawat Darurat/ ICU/ ICCU/ HCU
  9. Bantuan Biaya Cacat Akibat Kecelakaan Kerja. Baik cacat

the remuneration structure consists of: (i) Fixed income, comprising basic salary, grade allowance, position allowance, family allowance, and special tax allowance; and (ii) Variable income, comprising Performance Allowance I, which includes production service incentives and other incentives, religious holiday allowances, Performance Allowance II, and regional assignment allowances.The amount of fixed income, particularly the basic salary, is determined with reference to applicable minimum wage regulations and fair compensation considerations based on several indicators, including inflation. Meanwhile, variable income is calculated based on the Company's performance, applicable provisions, and the Company's financial capacity.

- *Healthcare Benefits. In accordance with Board of Directors Regulation No. PRD-5/DIR/03/2025 concerning the Compensation and Facilities System Guidelines of Perum Jasa Tirta II, including its amendments, the Company enrolls employees, prospective employees, and their eligible family members in the National Health Insurance Program administered by the Social Security Agency for Health (BPJS Kesehatan).*

  In addition, the Company provides healthcare benefits for employees, covering:

  1. *Inpatient care*
  2. *Outpatient care*
  3. *Medical check-ups*
  4. *Childbirth and/or miscarriage-related treatment*
  5. *Medical aids*
  6. *Acupuncture treatment*
  7. *Physiotherapy*
  8. *Emergency, ICU, ICCU, and HCU service*

Sebagian Anatomis, Cacat Sebagian Fungsi ataupun Cacat Total Tetap.

Pemeliharaan kesehatan oleh Perusahaan bagi Calon Karyawan berupa pemeriksaan dan pengobatan yang meliputi:

1. Rawat Inap
2. Rawat Jalan
3. Persalinan dan/atau Keguguran
4. Pengobatan Akupuntur
5. Fisioterapi
6. Unit Gawat Darurat/ ICU/ ICCU/ HCU

Pemeliharaan kesehatan oleh Perusahaan bagi Keluarga Karyawan berupa pemeriksaan dan pengobatan yang meliputi:

1. Rawat Inap
2. Rawat Jalan
3. Persalinan dan/ atau Keguguran
4. Alat Bantu
5. Pengobatan Akupuntur
6. Fisioterapi
7. Unit Gawat Darurat/ ICU/ ICCU/ HCU/ NICU dan PICU

Pemeriksaan Kesehatan Berkala (*Medical Check Up*) bagi Suami/ Istri Karyawan Pemeliharaan kesehatan oleh Perusahaan bagi Keluarga Calon Karyawan berupa pemeriksaan dan pengobatan yang meliputi:

1. Rawat Inap
2. Rawat Jalan, kecuali perawatan pra persalinan dan pasca persalinan
3. Unit Gawat Darurat/ ICU/ ICCU/ HCU/ NICU dan PICU

Bagi Karyawan Purna Bhakti beserta Istri / Suami yang Pemutusan Hubungan

9. *Disability assistance resulting from occupational accidents, including partial anatomical disability, partial functional disability, and permanent total disability.*

Healthcare benefits for prospective employees include:

1. *Inpatient care*
2. *Outpatient care*
3. *Childbirth and/or miscarriage-related treatment*
4. *Acupuncture treatment*
5. *Physiotherapy*
6. *Emergency, ICU, ICCU, and HCU services*

Healthcare benefits for employees' family members include:

1. *Inpatient care*
2. *Outpatient care*
3. *Childbirth and/or miscarriage-related treatment*
4. *Medical aids*
5. *Acupuncture treatment*
6. *Physiotherapy*
7. *Emergency, ICU, ICCU, HCU, NICU, and PICU services*
8. *Periodic medical check-ups for employees' spouses.*

Healthcare benefits for prospective employees' family members include:

1. *Inpatient care*
2. *Outpatient care, excluding pre-natal and post-natal treatment*
3. *Emergency, ICU, ICCU, HCU, NICU, and PICU services*

Retired employees and their spouses whose employment ended due to

Kerja nya dikarenakan mencapai batas usia pensiun atau pensiun dini, meninggal dunia atau hilang, kecelakaan kerja dan penyakit akibat hubungan kerja atau sakit berkepanjangan maka yang bersangkutan beserta Istri / Suami mendapatkan fasilitas pemeliharaan kesehatan sesuai kemampuan perusahaan, dalam jangka waktu 2 (dua) tahun terhitung setelah masa pensiun sesuai dengan Grade yang disetarakan dengan person grade yang ditetapkan oleh Perusahaan dan Laporan Data Keluarga Karyawan terakhir di Perusahaan, dikecualikan bagi Karyawan yang dilakukan pemutusan hubungan kerja dengan tidak hormat dan bagi Karyawan yang mengundurkan diri.

Pemeliharaan kesehatan bagi Karyawan Purna Bhakti beserta istri/ suami berupa pemeriksaan dan pengobatan yang meliputi:

1. Rawat Inap
2. Rawat Jalan
3. Persalinan
4. Fisioterapi
5. Unit Gawat Darurat/ICU/ICCU/HCU

- Program Imbalan Pasca Kerja. Sesuai dengan Keputusan Anggota Dewan Komisioner Otoritas Jasa Keuangan (OJK) No. KEP-110/D.05/2025 tertanggal 15 Oktober 2025 tentang Perubahan Kedua Atas Keputusan Dewan Komisioner Otoritas Jasa Keuangan (OJK) No. KEP-26/D.05/2024 tentang Pembubaran Dana Pensiun Jasa Tirta II, Program Manfaat Pasti Dana Pensiun karyawan Perum Jasa Tirta II (Dapen) dialihkan kepesertaannya pada program iuran pasti DPLK yang masing-masing besaran iurannya sama dengan besaran iuran kepesertaan pada Program Manfaat Pasti Dana Pensiun. Perusahaan juga memberikan imbalan

mandatory retirement, early retirement, death, disappearance, occupational accidents, occupational diseases, or prolonged illness are entitled to healthcare benefits, subject to the Company's financial capacity, for a period of two years after retirement. Such benefits are provided based on a grade equivalent determined by the Company and the employee's most recent family records. This provision does not apply to employees whose employment was terminated dishonorably or who resigned voluntarily.

Healthcare benefits for retired employees and their spouses include:

1. Inpatient care
2. Outpatient care
3. Maternity care
4. Physiotherapy
5. Emergency, ICU, ICCU, and HCU services

- *Post-Employment Benefit Program. Pursuant to the Decision of the Member of the Board of Commissioners of the Financial Services Authority (OJK) No. KEP-110/D.05/2025 dated October 15, 2025 concerning the Second Amendment to OJK Board of Commissioners Decision No. KEP-26/D.05/2024 regarding the Dissolution of the Jasa Tirta II Pension Fund, the Defined Benefit Pension Program for Perum Jasa Tirta II employees was transferred to a Defined Contribution Pension Fund (DPLK), with contribution amounts equivalent to those previously paid under the Defined Benefit Pension Program. The Company also provides post-employment benefits in the form of severance service payments, old-age security benefits and pension benefits under BPJS Employment, as well as old-age benefits through insurance and pension fund programs.*

pasca kerja dalam bentuk uang jasa pesangon, jaminan hari tua dan jaminan pensiun BPJS Ketenagakerjaan, jaminan hari tua melalui asuransi dan dana pensiun.

Penghargaan Karyawan. Perusahaan memiliki kebijakan pemberian penghargaan kepada karyawan. Hal ini untuk memotivasi, mencetak produktivitas dan kreativitas kerja, serta memelihara kebanggaan dan semangat kerja karyawan. Penghargaan diberikan kepada karyawan yang menunjukkan kesetiaan dalam mengabdikan masa kerjanya dalam jangka waktu tertentu, meraih prestasi kerja luar biasa, atau telah berjasa kepada Perusahaan. Penghargaan yang diberikan terdiri dari: Satya Karya Sepuluh Tahun, Satya Karya Dua Puluh Tahun, Satya Karya Tiga Puluh Tahun, dan Tunjangan Kinerja II berupa uang tunai dan/atau natura sebagai bentuk penghargaan dari Direksi. Prestasi yang dikategorikan layak memperoleh penghargaan diantaranya: pelaksanaan tugas dan kewajiban secara luar biasa, penemuan temuan baru, kontribusi ekstra dari karyawan secara individual maupun kelompok, dan prestasi serta kontribusi lainnya yang dinilai berjasa bagi Perusahaan.

Employee Recognition. The Company maintains an employee recognition policy aimed at motivating employees, fostering productivity and creativity, and sustaining employee pride and morale. Awards are granted to employees who demonstrate loyalty through long periods of service, achieve outstanding performance, or make significant contributions to the Company. The awards granted include the Ten-Year Service Award, Twenty Year Service Award, Thirty Year Service Award, and Performance Allowance II in the form of cash and/or benefits in kind as recognition from the Board of Directors. Achievements considered eligible for recognition include, among others, the exceptional execution of duties and responsibilities, innovation and new discoveries, extraordinary contributions by individuals or teams, and other accomplishments or contributions deemed beneficial to the Company.

Penghargaan kepada Karyawan di Tahun 2025
Employee Awards in 2025

Indikator *Indicator*	**Bentuk** *Form*	**Waktu Pemberian Pemberian** *Time of Awarding*	**Jumlah Penerima** *Total Awardees*
Satya Karya Sepuluh Tahun *Ten-Year Service Award*	Piagam dan uang sejumlah gaji pokok penerima penghargaan *Certificate of Merit and the amount of the basic salary of the award recipient*	Karyawan yang telah mempunyai masa kerja secara terus-menerus dan tidak terputus sekurang-kurangnya 10 tahun *Employees who had continuous and uninterrupted years of services for at least 10 year*	125

Indikator *Indicator*	**Bentuk** *Form*	**Waktu Pemberian Pemberian** *Time of Awarding*	**Jumlah Penerima** *Total Awardees*
Satya Karya Dua Puluh Tahun *Twenty Year Service Award*	Piagam dan uang sejumlah gaji pokok penerima penghargaan *Certificate of Merit and the amount of the basic salary of the award recipient*	Karyawan yang telah mempunyai masa kerja secara terus-menerus dan tidak terputus sekurang-kurangnya 20 tahun *Employees who had continuous and uninterrupted years of services for at least 20 year*	0
Satya Karya Tiga Puluh Tahun *Thirty Year Service Award*	Piagam dan uang sejumlah gaji pokok penerima penghargaan *Certificate of Merit and the amount of the basic salary of the ward recipient*	Karyawan yang telah mempunyai masa kerja secara terus-menerus dan tidak terputus sekurang-kurangnya 30 tahun *Employees who had continuous and uninterrupted years of services for at least 30 year*	21

- Kebijakan Kesetaraan Gender. Perusahaan menerapkan kebijakan kesetaraan dan keadilan bagi seluruh karyawan tanpa membedakan gender, agama, ras, suku, golongan, maupun kondisi fisik dalam rekrutmen dan seleksi karyawan, penilaian dan evaluasi kinerja, pemberian kesempatan pengembangan karir dan kompetensi, maupun pemenuhan hak remunerasi dan kompensasi. Di tahun 2025, *talent diversity* (*millennials* & *women*) menjadi salah 1 (satu) indikator dalam KPI yang ditargetkan Perusahaan. Untuk nominated talent muda (BOD – 1) terdapat 1 (satu) orang dari target 2 (dua) orang, sementara untuk jumlah nominated talent Perempuan tercapai sesuai target yaitu 2 (dua) orang.
- Keselamatan dan Kesehatan Kerja (K3). Menimbang jenis industri yang dijalankan dan perangkat kerja yang dipergunakan, Perusahaan menempatkan pentingnya pemeliharaan aspek keselamatan dan kesehatan kerja (K3) karyawan sebagai prioritas. Hal ini dimaksudkan demi menciptakan rasa aman, nyaman, dan sehat, serta meminimalisir faktor-faktor yang berpotensi mengurangi produktivitas dan membahayakan diri sendiri dan lingkungan. Oleh karenanya, pengelolaan K3 dilakukan secara menyeluruh dan difokuskan pada

- *Gender Equality Policy. The Company implements a policy of equality and fairness for all employees, without discrimination based on gender, religion, race, ethnicity, social group, or physical condition in employee recruitment and selection, performance assessment and evaluation, career and competency development opportunities, as well as the provision of remuneration and compensation. In 2025, talent diversity (millennials and women) was included as one (1) of the Company's targeted Key Performance Indicators (KPIs). For nominated young talents (BOD-1 level), the achievement was one (1) individual against a target of two (2). Meanwhile, the number of nominated female talents achieved the target of two (2) individuals.*
- *Occupational Health and Safety (OHS). Considering the nature of its business activities and the operational equipment utilized, the Company places a high priority on maintaining occupational health and safety (OHS) for its employees. This commitment is intended to create a safe, comfortable, and healthy working environment while minimizing factors that may reduce productivity or pose risks to employees and the surrounding environment. Accordingly, OHS management is implemented*

terciptanya zero accident. Perusahaan telah mengimplementasikan Peraturan Pemerintah No. 50 Tahun 2012 tentang Penerapan Sistem Manajemen Keselamatan dan Kesehatan Kerja di salah 1 (satu) unit kerja yang memiliki potensi risiko tinggi yaitu Unit Usaha PLTA. Berikut program pengembangan dan pemeliharaan kualitas K3 di tahun 2025:

comprehensively and focused on achieving a zero accident workplace. The Company has implemented Government Regulation No. 50 of 2012 concerning the Implementation of Occupational Health and Safety Management Systems (OHSMS) in one of its high-risk operating units, namely the Hydroelectric Power Plant (PLTA) Business Unit. The following are the Company's OHS development and quality maintenance programs implemented in 2025:

No.	Nama Program	Tanggal Pelaksanaa	Bidang	Lokasi
1.	Analis Utama Pengoperasian PLTA *Senior Analyst for Hydroelectric Power Plant Operations*	18 Juni *18 June*	SDA/SDL	Unit PLTA
2.	Analis Madya Pengoperasian PLTA *Associate Analyst for Hydroelectric Power Plant Operations*		SDA/SDL	Unit PLTA
3.	Analis Muda Pengoperasian PLTA *Junior Analyst for Hydroelectric Power Plant Operations*		SDA/SDL	Unit PLTA
4.	Pelaksana Madya Pengoperasian PLTA *Associate Hydroelectric Power Plant Operations Officer*		SDA/SDL	Unit PLTA
5.	Pelaksana Utama Pengoperasian PLTA *Senior Hydroelectric Power Plant Operations Officer*		SDA/SDL	Unit PLTA
6.	Sertifikasi Higiene Industri Muda (HIMU)-BNSP *Certified Junior Industrial Hygienist (HIMU) – BNSP*	16 – 19 Juni *16-19 June*	NON SDA/SDL	Expert - BNSP
7.	Sertifikasi Ahli K3 Muda Lingkungan Kerja (Kemenaker) *Certified Junior Occupational Health and Safety (OHS) Specialist for Working Environment – Ministry of Manpower*	7 – 8 Juli *7-8 July*	NON SDA/SDL	Expert - Kemenaker
8.	Sertifikasi Pertolongan Pertama pada Kecelakaan (P3K) *First Aid at Work Certification*	21 – 23 Juli *21-23 July*	NON SDA/SDL	IHT-PUSDIKLAT
9.	Sertifikasi Operator Mesin Diesel (Genset) Kelas 2 *Class 2 Diesel Engine (Generator Set) Operator Certification*	23 – 25 Juli *23-25 July*	SDA/SDL	Fresh Consultant

No.	Nama Program	Tanggal Pelaksanaa	Bidang	Lokasi
10.	Sertifikasi Ahli K3 Umum (Spesialis K3LH/ Direktorat Operasi dan Pemeliharaan) *Certified General Occupational Health and Safety (OHS) Specialist (HSE Specialist / Directorate of Operations and Maintenance)*	4 – 19 Agustus *August, 4-19*	SDA/SDL	Fresh Consultant
11.	Perpanjangan SKKTK (Analisis Madya Pemeliharaan PLTA) *SKKTK Renewal (Associate Analyst for Hydroelectric Power Plant Maintenance)*	6 Oktober *October, 6*	SDA/SDL	UNIT PLTA
12.	Perpanjangan SKKTK (Analisis Muda Pemeliharaan PLTA) *SKKTK Renewal (Junior Analyst for Hydroelectric Power Plant Maintenance)*		SDA/SDL	UNIT PLTA
13.	Perpanjangan SKKTK (Pelaksana Utama Pemeliharaan PLTA) *SKKTK Renewal (Senior Analyst for Hydroelectric Power Plant Maintenance)*		SDA/SDL	UNIT PLTA

- Hubungan Industrial yang Harmonis. Sejak tahun 2003, Perum Jasa Tirta II telah membentuk Serikat Karyawan (SEKAR) sebagai wadah penyampaian aspirasi Karyawan kepada Perusahaan. Keberadaan SEKAR Perum Jasa Tirta II ini juga sebagai sarana meningkatkan produktivitas dan keterlibatan Karyawan, sehingga tercipta hubungan industrial yang harmonis. Demi menciptakan hubungan yang saling mendukung dan terpenuhinya hak serta kewajiban kedua belah pihak, maka dikukuhkanlah Perjanjian Kerja Bersama (PKB) Perum Jasa Tirta II yang telah terdaftar dalam Keputusan Direktur Jenderal Pembinaan Hubungan Industrial dan Jaminan Sosial Tenaga Kerja Kementerian Ketenagakerjaan R.I No. KEP. 4/ HI.00.01/ 00.0000.241003031/ P-1/ XI/ 2024 tentang Perjanjian Kerja Bersama antara Perum Jasa Tirta II dengan Serikat Karyawan Perum Jasa Tirta II pada tanggal 11 November 2024.

- *Harmonious Industrial Relations. Since 2003, Perum Jasa Tirta II has established the Employee Union (SEKAR) as a forum for employees to communicate their aspirations and concerns to the Company. The existence of SEKAR Perum Jasa Tirta II also serves as a means of enhancing employee productivity and engagement, thereby fostering harmonious industrial relations. To ensure mutually supportive relations and the fulfillment of the rights and obligations of both parties, a Collective Labor Agreement (CLA) has been established and registered under the Decree of the Director General of Industrial Relations Development and Labor Social Security of the Ministry of Manpower of the Republic of Indonesia No. KEP. 4/HI.00.01/00.0000.241003031/P-1/XI/2024 concerning the Collective Labor Agreement between Perum Jasa Tirta II and the Employee Union of Perum Jasa Tirta II, dated November 11, 2024.*

PENELITIAN DAN PENGEMBANGAN

Research and Development

Dalam rangka pengembangan usaha dan kegiatan operasional, di tahun 2025 Perusahaan melakukan beberapa inisiatif strategis sebagai berikut:

1. *Pump Storage Power Plant* 760 MW di Gunung Karung, Kec. Maniis.
2. *Floating Photovoltaic* IPP PT PLN Jatiluhur dan Jatigede di Desa Kutamanah, Kec. Sukasari.
3. Pengembangan SPAM Kota Bandung Terintegrasi 3.500 Lpd.
4. SPAM IKN 100 Lpd.

To support business development and operational activities, the Company undertook several strategic initiatives in 2025, including:

1. *Development of a 760 MW Pumped Storage Power Plant in Mount Karang, Maniis District;*
2. *PT PLN Jatiluhur and Jatigede Floating Photovoltaic Independent Power Producer (IPP) Projects in Kutamanah Village, Sukasari District;*
3. *Development of the Integrated Bandung City Water Supply System (SPAM) with a capacity of 3,500 liters per second (Lps); and*
4. *Development of the Nusantara Capital City (IKN) Water Supply System (SPAM) with a capacity of 100 liters per second (Lps).*

Analisis Kinerja Keuangan

Kinerja keuangan Perum Jasa Tirta II di tahun 2025 menunjukkan pertumbuhan yang solid dan berkelanjutan. Keandalan pengelolaan sumber daya air, peningkatan pendapatan, dan pengelolaan biaya operasional yang efisien menjadi pendorong dalam memperkuat profitabilitas Perusahaan. Didukung oleh optimalisasi aset dan strategi usaha yang adaptif, PJT II berhasil menciptakan nilai tambah yang signifikan.

Financial Performance Analysis

Perum Jasa Tirta II's financial performance in 2025 demonstrated solid and sustainable growth. Reliable water resources management, revenue growth, and efficient operational cost management contributed significantly to strengthening the Company's profitability. Supported by asset optimization and adaptive business strategies, PJT II successfully generated substantial added value.

Tabel Laba Rugi dan Penghasilan Komprehensif Lain
Analysis of Profit or Loss and Other Comprehensive Income

(dalam jutaan rupiah / *in million rupiah*)

Uraian / *Deskripsi*	2024	2025	Peningkatan/Penurunan Nominal	Peningkatan/Penurunan %
Pendapatan Usaha / *Oprating Revenue*	1.067.488	1.128.785	61.298	5,74
Beban Usaha / *Oprating Expenses*	(710.122)	(732.970)	(22.848)	3,22
Laba Kotor / *Gross Profit*	357.365	395.815	38.450	10,76
Laba Sebelum Pajak Penghasilan / *Profit Before Income Tax*	248.586	233.250	(15.337)	-6,17

Uraian *Deskripsi*	2024	2025	Peningkatan/Penurunan	
			Nominal	%
Beban Pajak Penghasilan / *Tax Burden*	(44.176)	(40.222)	3.954	-8,95
Laba Periode Berjalan / *Comprehensive Income for the Current Year*	**204.410**	**193.027**	**(11.383)**	**-5,57**
Penghasilan (kerugian) Komprehensif Lain Tahun Berjalan setelah Pajak *Other Comprehensive (Loss) Income for the Year, Net of Tax*	(19.115)	(1.165)	17.950	-93,91
Jumlah Penghasilan Komprehensif Tahun Berjalan / *Total Comprehensive Income for the Year*	**185.295**	**191.863**	**6.567**	**3,54**
Laba Tahun Berjalan Diatribusikan kepada: *Profit for the Year Attributable to:*				
- Pemilik Entitas Induk / *The Owners of Parent Entity*	204.350	192.892	(11.458)	-5,61
- Kepentingan Non-Pengendali / *Non-Controlling Interest*	60	135	75	125,91
Jumlah Penghasilan Komprehensif Tahun Berjalan yang dapat Diatribusikan kepada: *Total Comprehensive Income for Berjalan yang Dapat Diatribusikan ke:*				
- Pemilik Entitas Induk / *The Owners of Parent Entity*	185.235	191.727	6.492	
- Kepentingan Non-Pengendali / *Non-Controlling Interest*	60	135	75	124,95

Pendapatan Usaha

Komponen Pendapatan Usaha PJT II terdiri dari Pendapatan Sumber Daya Air (SDA) dan Pendapatan Non SDA. Kontribusi terbesar terhadap pendapatan usaha berasal dari pengelolaan SDA.

Pendapatan Usaha PJT II di tahun 2025 tercatat sebesar Rp1,128 triliun, mengalami peningkatan sebesar 5,74% dibanding tahun 2024 sebesar Rp1,067 miliar. Peningkatan ini didorong oleh penjualan listrik, air baku, dan air bersih.

Dampak dari peningkatan tersebut adalah peningkatan jumlah Aset Lancar dan peningkatan kas dari pelanggan.

Operating Revenue

PJT II's operating revenue consists of Water Resources (WR) Revenue and Non-Water Resources Revenue. The largest contribution to operating revenue was generated from water resources management activities.

In 2025, PJT II recorded operating revenue of IDR1.128 trillion, representing an increase of 5.74% compared to Rp1.067 billion in 2024. This growth was primarily driven by higher sales of electricity, raw water, and treated water.

As a result of this increase, the Company recorded growth in current assets and higher cash receipts from customers.

Tabel Pendapatan Usaha
Operating Revenues

(dalam juta Rupiah / *in million Rupiah)*

Deskripsi *Description*	2024	2025	Peningkatan/Penurunan	
			Nominal	%
Pendapatan SDA / *Water Resource Revenue*	979.247	1.023.645	44.397	4,53
Pendapatan Non SDA / *Non-Water Resource Revenue*	88.240	105.141	16.900	19,15
Jumlah Pendapatan Usaha / *Total Business Income*	1.067.488	1.128.785	61.298	5,74

Beban Usaha

Di tahun 2025, jumlah beban usaha PJT II sebesar Rp732,97 miliar, meningkat sebesar 3,22% dibanding tahun 2024 sebesar Rp710,12 miliar. Peningkatan ini didorong oleh peningkatan pada beban air baku sebesar 5,61% dan beban air bersih sebesar 22,66%.

Operating Expenses

In 2025, PJT II recorded operating expenses of Rp732.97 billion, representing an increase of 3.22% compared to Rp710.12 billion in 2024. This increase was primarily attributable to higher raw water expenses, which rose by 5.61%, and treated water expenses, which increased by 22.66%.

Tabel Beban Usaha
Operating Expenses

(dalam juta Rupiah / *in million Rupiah)*

Deskripsi *Description*	2024	2025	Peningkatan/Penurunan	
			Nominal	%
Beban SDA / *Water Resource Expenses*	(651.747)	(679.866)	(28.120)	4,31
Beban Non SDA / *Non-Water Resource Expenses*	(58376)	(53.104)	5.272	-9,03
Jumlah Beban Usaha / *Total Business Expenses*	(710.122)	(732.970)	(22.848)	3,22

Laba Kotor

Jumlah Laba Kotor PJT II di tahun 2025 sebesar Rp395,82 miliar, meningkat sebesar 10,76% dibanding tahun 2024 sebesar Rp357,37 miliar.

Gross Profit

PJT II recorded gross profit of Rp395.82 billion in 2025, representing an increase of 10.76% compared to Rp357.37 billion in 2024.

Laba Kotor
Gross Profit

(dalam juta Rupiah / *in million Rupiah)*

Deskripsi *Description*	2024	2025	Peningkatan/Penurunan	
			Nominal	%
Laba Kotor / *Gross Profit*	357.36	(679.866)	(28.120)	4,31

Laba Sebelum Pajak Penghasilan

Jumlah Laba Sebelum Pajak Penghasilan Perum Jasa Tirta II di tahun 2025 sebesar Rp233,26 miliar, menurun sebesar 6,17% dibanding tahun 2024 sebesar Rp248,59 miliar. Penurunan ini terjadi karena Pendapatan Lain-lain di tahun 2025 lebih rendah sebesar 80,20% dibanding di tahun 2024, utamanya berasal dari penurunan pada Pengalihan Hak Atas Aset dan Pendapatan atas Pemulihan CKPN

Profit Before Income Tax

Perum Jasa Tirta II recorded profit before income tax of Rp233.26 billion in 2025, representing a decrease of 6.17% compared to Rp248.59 billion in 2024. The decline was primarily attributable to an 80.20% decrease in Other Income in 2025 compared to the previous year, mainly resulting from lower gains on the transfer of asset rights and lower income from the recovery of allowance for impairment losses (CKPN).

Beban Pajak Penghasilan

Beban Pajak Penghasilan di tahun 2025 tercatat sebesar Rp40,22 miliar, lebih rendah 8,95% dibanding tahun 2024 sebesar Rp44,18 miliar. Hal ini terjadi karena diperolehnya Manfaat Pajak Tangguhan sebesar Rp5,47 miliar di tahun 2025.

Income Tax Expense

Income tax expense in 2025 amounted to Rp40.22 billion, a decrease of 8.95% compared to Rp44.18 billion in 2024. This was primarily due to the recognition of a deferred tax benefit amounting to Rp5.47 billion in 2025.

Laba Periode Berjalan

Perusahaan mencatat Laba Periode Berjalan tahun 2025 sebesar Rp193,03 miliar, lebih rendah 5,57% dibanding tahun 2024 sebesar Rp204,41 miliar. Hal ini terjadi karena penurunan pada Pendapatan Lain-lain, sementara Beban Pajak Penghasilan mengalami peningkatan.

Profit for the Year

The Company recorded profit for the year of Rp193.03 billion in 2025, down 5.57% from Rp204.41 billion in 2024. The decrease was mainly attributable to lower Other Income, despite the reduction in income tax expense during the year.

Analisis Posisi Keuangan

Jumlah aset Perum Jasa Tirta II di tahun 2025 tercatat sebesar Rp2,301 miliar, jumlah liabilitas sebesar Rp440,82 miliar, dan jumlah ekuitas sebesar Rp1,861 miliar.

Financial Position Analysis

As of 2025, Perum Jasa Tirta II reported total assets of Rp2.301 billion, total liabilities of Rp440.820 billion, and total equity of Rp1.861 billion.

Tabel Posisi Keuangan
Financial Position

(dalam juta Rupiah / *in million Rupiah)*

Deskripsi / *Description*	2024	2025	Peningkatan/Penurunan Nominal	Peningkatan/Penurunan %
Aset / *Assets*	**2.147.125**	**2.301.862**	**154.736**	**7,21**
Aset Lancar / *Current Assets*	915.551	1.023.793	108.241	11,82
Aset Tidak Lancar / *Non-Current Assets*	1.231.574	1.278.069	46.495	3,78
Liabilitas / *Liabilities*	**458.989**	**440.820**	**(18.168)**	**-3,96**
Liabilitas Jangka Pendek / *Short Term Liabilities*	310.750	291.174	(19.576)	-6,30
Liabilitas Jangka Panjang / *Long Term Liabilities*	148.238	149.647	1.408	0,95
Ekuitas / *Equity*	**1.688.137**	**1.861.041**	**172.905**	**10,24**

Aset

Di tahun 2025, PJT II mencatat Jumlah Aset sebesar Rp2,301 miliar, meningkat sebesar 7,21% dibanding tahun 2024 sebesar Rp2,147 miliar. Peningkatan ini terutama berasal dari Pajak Dibayar Dimuka sebesar 178,14%, Aset Keuangan Lancar Lainnya sebesar 179,53%, dan Aset Tidak Lancar Lainnya sebesar 32,94%.

Asset

In 2025, PJT II recorded total assets of Rp2.301 billion, representing an increase of 7.21% compared to Rp2.147 billion in 2024. The increase was primarily attributable to a 178.14% rise in prepaid taxes, a 179.53% increase in other current financial assets, and a 32.94% increase in other non-current assets.

Tabel Aset
Assets

(dalam juta Rupiah / *in million Rupiah)*

Deskripsi *Description*	2024	2025	Peningkatan/Penurunan	
			Nominal	%
Aset Lancar / *Current Assets*	915.551	1.023.793	108.241	11,82
Aset Tidak Lancar / *Non-Current Assets*	1.231.574	1.278.069	46.495	3,78
Jumlah Aset	**2.147.125**	**2.301.862**	**154.736**	**7,21**

Aset Lancar

Jumlah Aset Lancar PJT II di tahun 2025 tercatat sebesar Rp1,023 miliar, meningkat 11,82% dibanding tahun 2024 sebesar Rp915,55 miliar. Peningkatan ini berasal dari Pajak Dibayar Dimuka, Aset Keuangan Lancar Lainnya, dan Pendapatan yang Masih Akan Diterima.

Current Assets

In 2025, PJT II recorded current assets of Rp1.023 billion, representing an increase of 11.82% compared to Rp915.55 billion in 2024. The increase was primarily attributable to higher prepaid taxes, other current financial assets, and accrued revenue.

Tabel Aset Lancar
Current Assets

(dalam juta Rupiah / *in million Rupiah)*

Deskripsi *Description*	2024	2025	Peningkatan/Penurunan	
			Nominal	%
Kas dan Setara Kas / *Cash and Cash Equivalent*	666.718	741.198	74.479	11,17
Piutang Usaha yang telah Difakturkan / *Invoice Trade Receivables*	38.239	40.880	2.642	6,91
Piutang Retensi / *Retention Receivables*	2.611	3.009	397	15,22
Pendapatan yang Masih Akan Diterima / *Accrued Revenue*	185.903	218.449	32.545	17,51
Tagihan Bruto dari Pemberi Kerja / *Gross Amount Due from Customers*	9.820	1.672	(8.147)	-82,97

Deskripsi *Description*	2024	2025	Peningkatan/Penurunan	
			Nominal	%
Persediaan / *Inventories*	1.827	1.540	(287)	-15,72
Biaya Dibayar Dimuka / *Prepaid Expenses*	7.075	7.694	619	8,75
Pajak Dibayar Dimuka / *Prepaid Taxes*	2.362	6.570	4.208	178,14
Aset Keuangan Lancar Lainnya / *Other Current Financial Assets*	994	2.780	1.785	179,53
Jumlah Aset Lancar / *Total Current Assets*	**915.551**	**1.023.793**	**108.241**	**11,82**

Kas dan Setara Kas

Perusahaan mencatat Jumlah Kas dan Setara Kas tahun 2025 sebesar Rp741,48 miliar, meningkat 11,17% dibanding tahun 2024 sebesar Rp666,72 miliar. Peningkatan ini terkait dengan pengelolaan likuiditas Perusahaan dalam menjaga kebutuhan operasionalnya.

Cash and Cash Equivalents

The Company recorded cash and cash equivalents of Rp741,48 billion in 2025, representing an increase of 11.17% compared to Rp666,72 billion in 2024. The increase was attributable to the Company's liquidity management efforts to maintain adequate funding for its operational requirements.

Tabel Kas dan Setara Kas
Cash and Cash Equivalents

(dalam juta Rupiah / *in million Rupiah*)

Deskripsi	2024	2025	Peningkatan/Penurunan	
			Nominal	%
Kas / *Cash*	380	417	37	9,73
Bank / *Bank*	103.339	177.781	74.442	72,04
Deposito Berjangka / *Time Deposit*	563.000	563.000	0	0
Jumlah Kas dan Setara Kas / *Total Cash and Cash Equivalent*	**666.718**	**741.197**	**74.479**	**11,17**

Piutang Usaha

Jumlah Piutang Usaha PJT II di tahun 2025 tercatat sebesar Rp40,88 miliar, lebih tinggi 6,91% dibanding tahun 2024 sebesar Rp38,24 miliar. Hal ini terutama karena meningkatnya Piutang Usaha Pihak Ketiga yakni sebesar 18,12%.

Trade Receivables

PJT II recorded trade receivables of Rp40,88 billion in 2025, representing an increase of 6.91% compared to Rp38.239 billion in 2024. The increase was primarily attributable to an 18.12% rise in trade receivables from third parties.

Tabel Piutang Usaha
Trade Receivables

(dalam juta Rupiah / *in million Rupiah)*

Deskripsi	2024	2025	Peningkatan/Penurunan	
			Nominal	%
Pihak Berelasi / *Related Parties*	31.062	31.025	(37)	-0,12
Pihak Ketiga / *Third Parties*	83.352	98.453	15.101	18,12
Akumulasi Penurunan Nilai Piutang / *Accumulated Impairment Losses on Receivables*	(76.176)	(88.598)	(12.422)	16,31
Jumlah Piutang Usaha / *Total Trade Receivables*	**38.239**	**40.880**	**2.642**	**6,91**

Investasi Barang Modal

Di tahun 2025, tidak terdapat ikatan yang material terkait investasi barang modal yang bukan dalam bentuk pendanaan yang dimiliki Perusahaan.

Perum Jasa Tirta II menerapkan strategi investasi jangka panjang melalui pengadaan berbagai aset tetap, meliputi: lahan, infrastruktur, dan sarana penunjang. Investasi ini bertujuan memperkuat fundamental operasional, meningkatkan efisiensi dan keandalan, serta memastikan kelangsungan dan optimalisasi bisnis Perusahaan.

Capital Expenditure

In 2025, the Company had no material commitments related to capital expenditures that were not financed through funding arrangements.

Perum Jasa Tirta II implements a long-term investment strategy through the acquisition of various fixed assets, including land, infrastructure, and supporting facilities. These investments are intended to strengthen the Company's operational fundamentals, improve efficiency and reliability, and ensure business continuity and optimization.

Realisasi Investasi Tahun 2025
Capital Expenditure

(dalam juta Rupiah / *in million Rupiah)*

Uraian *Description*	RKAP 2025	Progres Investasi	% Realisasi
Penyertaan / *Investment*	73.350,00	1.000,00	1,36%
Tanah / *Land*	5.000,00	2.997,84	59,96%
Sarana / *Facilities*	8.100,00	7.629,11	94,18%
Bangunan / *Buildings*	47.625,00	44.653,98	93,76%
Instalasi dan Jaringan / *Installations and Networks*	172.022,80	56.837,71	33,04%
Alat Angkut dan Albes / *Vehicles and Heavy Equipment*	-	-	-
Perabot dan Peralatan / *Furniture and Fixtures*	3.309,20	3.214,41	97,13%
Jumlah / *Investment*	**309.407,00**	**116.333,05**	**37,59%**

Dampak Perubahan Harga yang Berpengaruh terhadap Pendapatan dan Kinerja Keuangan Perusahaan

Penetapan harga dilakukan secara bersama-sama antar para pihak di periode sebelumnya, sehingga terbilang masih terkontrol oleh Perusahaan dan tidak berpengaruh signifikan terhadap Pendapatan dan Kinerja Keuangan.

Impact of Price Changes on the Company's Revenue and Financial Performance

Pricing arrangements are determined jointly by the relevant parties in the preceding period and therefore remain relatively controlled by the Company. As a result, changes in prices did not have a significant impact on the Company's revenue or financial performance.

Informasi tentang Dampak Nilai Tukar Mata Uang Asing

Pendapatan Perusahaan didenominasi dalam mata uang Rupiah dan mata uang pelaporan adalah Rupiah. Di sisi lain, kewajiban juga dalam mata uang Rupiah. Atas hal ini, tidak menyebabkan adanya risiko keuntungan ataupun kerugian selisih kurs.

Information on the Impact of Foreign Exchange Rates

The Company's revenue is denominated in Rupiah, which is also its reporting currency. Likewise, the Company's liabilities are denominated in Rupiah. Accordingly, the Company is not exposed to material foreign exchange gains or losses arising from currency fluctuations.

Informasi dan Fakta Material yang Terjadi Setelah Tanggal Laporan Akuntan

Tidak terdapat informasi atau fakta material yang dapat mempengaruhi atau berdampak pada kinerja dan risiko usaha setelah tanggal Laporan Akuntan Publik hingga ditandatanganinya Laporan Tahunan ini.

Material Information and Events Occurring After the Date of the Independent Auditor's Report

There were no material information or events that could affect the Company's performance or business risks from the date of the Independent Auditor's Report up to the signing date of this Annual Report.

Pencapaian Target Tahun 2025

Realisasi kinerja Perum Jasa Tirta II di tahun 2025 menunjukkan hasil yang positif, dengan beberapa aspek masih membuka ruang untuk ditingkatkan.

Achievement of 2025 Targets

Perum Jasa Tirta II's performance realization in 2025 delivered positive results, although several areas still provide opportunities for further improvement.

Realisasi terhadap Target Kinerja Keuangan
Realization against Financial Performance Target

(dalam juta Rupiah / *in million Rupiah)*

Uraian *Description*	Target RKAP 2025	Realisasi 2025	Pencapaian (%)
Pendapatan Usaha / *Operating Revenues*	1.167.074,21	1.128.785,56	96,72%
Beban Usaha / *Operating Expenses*	751.683,57	732.970,34	97,51%
Laba Usaha / *Operating Profit*	415.390,64	395.815,22	95,29%
Laba Tahun Berjalan / *Net Profit fot the Year*	144.138,37	193.027,38	133,92%

Realisasi terhadap Target Pendapatan Usaha
Realization against Operating Revenue Target

(dalam juta Rupiah / *in million Rupiah)*

Uraian *Description*	Target RKAP 2025	Realisasi 2025	Pencapaian (%)
Pendapatan SDA / *Water Resource Revenue*	**1.036.055,29**	**1.023.644,88**	**98,80%**
Pendapatan Listrik / *Electricity Revenue*	567.601,66	550.059,16	96,91%
Pendapatan Air Baku / *Raw Water Revenue*	449.734,54	460.109,51	102,31%
Pendapatan Air Bersih / *Clean Water Revenue*	18.719,09	13.476,21	71,99%
Pendapatan Non SDA / *Non-Water Resource Revenue*	**131.018,92**	**105.140,67**	**80,25%**
Pendapatan Sewa Lahan / *Land Lease Revenue*	66.036,01	71.617,08	108,45%
Pendapatan Laboratorium / *Laboratory Revenue*	9.249,60	9.608,74	103,88%
Pendapatan Usaha Lainnya / *Profit Balance*	55.733,31	23.914,85	42,91%

Realisasi terhadap Target Posisi Keuangan
Realization against Financial Position Target

(dalam juta Rupiah / *in million Rupiah)*

Uraian *Description*	Target RKAP 2025	Realisasi 2025	Pencapaian (%)
Jumlah Aset / *Total Assets*	**2.557.126,85**	**2.301.861,77**	**90,02%**
Aset Lancar / *Current Assets*	1.089.625,96	1.023.792,80	93,96%
Aset Tidak Lancar / *Non-Current Assets*	1.467.500,89	1.278.068,97	87,09%
Jumlah Liabilitas dan Ekuitas / *Total Liabilities and Equity*	2.557.126,85	2.301.861,77	90,02%
Liabilitas Jangka Pendek / *Shot Term Liabilities*	**393.210,96**	**291.173,62**	**74,05%**
Liabilitas Jangka Panjang / *Long Term Liabilities*	360.862,92	149.646,83	41,47%
Ekuitas / *Equity*	1.803.052,97	1.861.041,32	103,22%

Tingkat Kesehatan Perusahaan

Perusahaan berupaya memenuhi berbagai kepatuhan terkait ketentuan yang dikeluarkan Kementerian BUMN RI, khususnya yang memberikan dampak positif bagi Perusahaan. Salah satunya adalah Tingkat Kesehatan Perusahaan yang mengacu pada Peraturan Menteri BUMN No. PER-2/MBU/03/2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara.

Tingkat Kesehatan Perusahaan di tahun 2025 adalah Sangat Sehat ("*AAA*"). Hal ini diperoleh berdasarkan klasifikasi dari pemeringkatan yang dilakukan oleh PT Pemeringkat Efek Indonesia (PEFINDO).

Corporate Health Rating

The Company continuously strives to comply with various regulations issued by the Ministry of State-Owned Enterprises of the Republic of Indonesia, particularly those that contribute positively to the Company's performance and governance. One of the key compliance measures is the Corporate Health Rating, which refers to the Regulation of the Minister of State-Owned Enterprises No. PER-2/MBU/03/2023 concerning Guidelines for Corporate Governance and Significant Corporate Activities of State-Owned Enterprises.

In 2025, the Company achieved a Corporate Health Rating of "Very Healthy" (AAA). This rating was based on an assessment conducted by PT Pemeringkat Efek Indonesia (PEFINDO).

Hasil pemeringkatan adalah sebagai berikut:
The rating results were as follows:

Peringkat Berdiri Sendiri ***Standalone Rating***	**Peringkat Akhir** ***Final Rating***	**Tingkat Kesehatan**
$_{id}$*AA*$_{(sa)}$ (*Double A; Standalone*) Obligor dengan peringkat $_{id}$AA memiliki sedikit perbedaan dengan peringkat tertinggi yang diberikan, dan memiliki kemampuan yang **Sangat Kuat** untuk memenuhi komitmen keuangan jangka panjangnya dibandingkan terhadap obligor Indonesia lainnya. Tanda $_{(sa)}$ menunjukkan bahwa peringkat adalah peringkat sendiri (*standalone rating*) *An obligor rated $_{id}$AA$_{(sa)}$ differs only slightly from the highest-rated obligors, and possesses a* ***Very Strong*** *capacity to meet its long-term financial commitments relative to other Indonesian obligors.* *The $_{(sa)}$ suffix indicates that the rating is a standalone rating.*	$_{id}$*AAA/Stable* (*Triple A; Stable Outlook*) Obligor berperingkat $_{id}$*AAA* merupakan peringkat tertinggi yang diberikan oleh PEFINDO. Kemampuan obligor untuk memenuhi komitmen keuangan jangka panjangnya, relatif terhadap obligor Indonesia lainnya, adalah superior. *An obligor rated $_{id}$AAA represents the highest rating assigned by PEFINDO. The obligor's capacity to meet its long-term financial commitments, relative to other Indonesian obligors, is* ***superior****.*	Sangat Sehat (sesuai Peraturan Menteri Badan Usaha Milik Negara Republik Indonesia No. PER-2/MBU/03/2023 Pasal 81) *(in accordance with the Regulation of the Minister of State-Owned Enterprises of the Republic of Indonesia No. PER-2/MBU/03/2023 Article 81)*

Business Continuity Information and Business Sustainability Strategy

Perum Jasa Tirta II menerapkan beberapa strategi utama untuk menjawab tantangan menjalankan penugasannya dalam pengelolaan Sumber Daya Air (SDA), maupun pengelolaan Non SDA. Hal ini dilakukan untuk dapat bergerak cepat atas adanya perubahan bisnis, baik dari internal maupun eksternal, serta memastikan keberlanjutan usaha di masa mendatang sekaligus menciptakan keunggulan menghadapi persaingan. Strategi tersebut meliputi peningkatan ketahanan air bersih nasional, pengembangan Sistem Penyediaan Air Minum (SPAM), serta pengembangan energi baru terbarukan (EBT) berupa pengembangan pembangkit listrik tenaga surya (PLTS) dan pembangkit listrik tenaga air pumped storage (PLTA PS).

Rincian Masalah yang Muncul Pada Tahun 2025

Terdapat beberapa tantangan dan kendala yang dihadapi Perusahaan di tahun 2025, dimana Manajemen secara proaktif melakukan upaya-upaya pencegahan dan penyelesaiannya. Beberapa tantangan dan kendala dimaksud yang perlu mendapat perhatian dari Pemilik Modal yaitu sebagai berikut:

1. Risiko piutang macet pada pemanfaatan air baku seperti PDAM Kab./Kota, walau telah dilakukan percepatan penagihan piutang dan negosiasi dengan pelanggan (*rescheduling* atau *reconditioning*) yang berdampak pada arus kas Perusahaan.
2. Penerapan sistem keamanan untuk aplikasi pendukung proses bisnis Perusahaan belum optimal dalam mencegah potensi terjadinya kebocoran data operasional dan strategis Perusahaan.

Business Continuity Information and Business Sustainability Strategy

Perum Jasa Tirta II has implemented several key strategies to address challenges in carrying out its mandate in both Water Resources (WR) management and Non-Water Resources business operations. These strategies are designed to enable the Company to respond swiftly to changes in the business environment, whether driven by internal or external factors, while ensuring long-term business sustainability and strengthening its competitive advantage. The Company's strategic initiatives include enhancing national clean water resilience, developing Water Supply Systems (SPAM), and advancing renewable energy projects through the development of Solar Power Plants (PLTS) and Pumped Storage Hydropower Plants (PSHPP).

Issues and Challenges Encountered in 2025

During 2025, the Company faced several challenges and constraints, for which Management proactively undertook preventive and corrective measures. The following matters require particular attention from the Capital Owner:

1. *The risk of uncollectible receivables arising from raw water utilization customers, such as regional water utilities (PDAMs). Although accelerated collection efforts and customer negotiations, including rescheduling and reconditioning arrangements, have been undertaken, these receivables continue to affect the Company's cash flow.*
2. *The implementation of security systems for applications supporting the Company's business processes has not yet been fully optimized to prevent potential leakage of operational and strategic data.*

3. Belum optimalnya dalam melakukan Perencanaan Peningkatan Kapasitas Unit 6 PLTA Ir. H. Djuanda dalam menjaga kualitas hasil pekerjaan Peningkatan Kapasitas Unit 6 PLTA Ir. H. Djuanda sebagai upaya peningkatan pendapatan listrik.
4. Semakin tingginya *fixed cost* karena PJT II memiliki tugas pokok untuk menjaga ketahanan pangan pada area irigasi seluas ± 427.336,40ha dengan 2 (dua) kali panen.
5. Belum optimalnya dalam melakukan pengusahaan lahan serah kelola (Barang Milik Negara) dikarenakan Aset/Lahan PJT II Sebagian besar (+ 90%) adalah lahan kelola/serah operasi milik Negara yang terkendala regulasi untuk pengusahaan.

3. Capacity enhancement planning for Unit 6 of the Ir. H. Djuanda Hydropower Plant has not yet been fully optimized to ensure the quality of the Unit 6 Capacity Enhancement Project as part of efforts to increase electricity revenue.

4. Increasing fixed costs resulting from PJT II's mandate to support food security across approximately 427,336.40 hectares of irrigation areas with two harvest cycles annually.

5. The commercialization of entrusted land assets (State-Owned Assets) has not yet been optimized, as the majority of PJT II's assets and land holdings (approximately 90%) consist of state-owned operational assets that are subject to regulatory constraints on commercial utilization.

Kebijakan Dividen dan Pembagiannya

Berdasarkan Peraturan Pemerintah No. 25 Tahun 2022, Pasal 95 dinyatakan sebagai berikut:

1. Penggunaan laba bersih Perusahaan termasuk jumlah penyisihan sebagai cadangan sebagaimana dimaksud dalam Pasal 94 ditetapkan oleh Menteri.
2. Menteri dapat menetapkan sebagian atau seluruh laba bersih Perusahaan digunakan untuk pembagian dividen dan/atau pembagian lain dalam bentuk tantiem untuk Direksi dan Dewan Pengawas, bonus untuk karyawan, atau penempatan laba bersih dalam cadangan Perusahaan yang dapat diperuntukan bagi perluasan usaha Perusahaan.

Di tahun 2025, Perum Jasa Tirta II telah membayarkan Dividen sebesar Rp18.958.000.000,- atas pengesahan Laporan Keuangan Tahun Buku 2024.

Dividend Policy and Distribution

Pursuant to Article 95 of Government Regulation No. 25 of 2022:

1. The utilization of the Company's net profit, including allocations to reserves as referred to in Article 94, shall be determined by the Minister.

2. The Minister may determine that part or all of the Company's net profit be allocated for dividend distribution and/or other distributions in the form of tantieme for the Board of Directors and Board of Supervisors, employee bonuses, or allocations to the Company's reserves for business expansion purposes.

In 2025, Perum Jasa Tirta II distributed dividends amounting to Rp18,958,000,000 following the approval of the Company's Financial Statements for the 2024 fiscal year.

Perpajakan dan PNBP Lainnya: Kontribusi Terhadap Negara

Perum Jasa Tirta II terus memperkuat kepatuhan dan tata kelola perpajakan sebagai bagian dari Upaya menjaga transparansi dan integritas keuangan Perusahaan. Langkah ini merupakan salah 1 (satu) bentuk kontribusi Perusahaan kepada negara untuk Pembangunan yang berkelanjutan. Perum Jasa Tirta II menerapkan kewajiban perpajakan secara tepat waktu dan sesuai peraturan perundang-undangan yang berlaku dan relevan.

Taxation and Other Non-Tax State Revenue (PNBP): Contribution to the State

Perum Jasa Tirta II continues to strengthen tax compliance and tax governance as part of its commitment to maintaining transparency and financial integrity. This initiative represents one of the Company's contributions to supporting sustainable national development. The Company fulfills its tax obligations in a timely manner and in accordance with applicable laws, regulations, and relevant taxation requirements.

Setoran Pajak
Tax Payment

Uraian *Description*	2024	2025
Pajak Penghasilan (PPh) / *Income Tax*	**78.175.628.921**	**69.917.199.135**
PPh Pasal 21 / *Income Tax Article 21*	46.014.562.696	438.975.213
PPh Pasal 22 / *Income Tax Article 22*	545.325.306	1.768.853.181
PPh Pasal 23 *Income Tax Article 23*	2.110.601.090	3.668.684.943
PPh Pasal 4 Ayat 2 / *Income Tax Article 25*	6.053.353.817	17.912.709.010
PPh Pasal 25 / *Income Tax Article 25*	23.451.786.012	
Pajak Pertambahan Nilai (PPN) / *Value Added Tax (VAT)*	**89.153.761.181**	**92.013.705.428**
Pajak Pertambahan Nilai (PPN) / *Value Added Tax (VAT)*	56.163.649.260	64.975.325.280
PPN Wajib Pungut / *VAT Taxpayer*	32.990.111.921	27.038.380.148
Pajak Daerah / *Regional Tax*	**22.879.335.579**	**24.435.184.136**
Pajak Penerangan Jalan (PPJ) Tenant / *Street Lighting Tax*	10.097.741.582	11.989.904.193
Pajak Penerangan Jalan (PPJ) Pemakaian Sendiri / *Self-use street lighting tax (PPJ)*	249.593.290	269.936.907
Pajak Penerangan Jalan (PPJ) Penduduk / *Resident Street Lighting Tax*	79.303.213	89.372.354
Pajak Air Permukaan / *Surface Water Tax*	2.514.230.300	1.929.318.500
Pajak Hotel, Restoran, Hiburan & Parkir / *Hotel, Restaurant, Entertainment & Parking Tax*	1.034.873.050	819.951.918
Pajak Bumi dan Bangunan (PBB) / *Land & Building Tax*	8.903.594.144	9.336.700.264
Total Pajak / *Total Tax*	**190.208.725.105**	**186.366.088.699**

Tidak terdapat laporan Pendapatan Negara Bukan Pajak (PNBP) Tahun 2025.

The Company complies with its tax obligations in a timely manner and in accordance with applicable laws and regulations.

Informasi Material mengenai Investasi, Ekspansi, Divestasi, Penggabungan Usaha, Akuisisi, dan/atau Restrukturisasi Utang/Modal

Tidak terdapat informasi material mengenai Investasi, Ekspansi, Divestasi, Penggabungan Usaha, Akuisisi, dan/atau Restrukturisasi Utang/Modal yang dapat mempengaruhi atau berdampak pada kinerja dan risiko usaha setelah tanggal Laporan Akuntan Publik hingga ditandatanganinya Laporan Tahunan ini.

Material Information on Investments, Expansion, Divestment, Business Combinations, Acquisitions, and/or Debt/Capital Restructuring

There was no material information relating to investments, expansion, divestment, business combinations, acquisitions, and/or debt or capital restructuring that could affect or have an impact on the Company's performance and business risks from the date of the Independent Auditor's Report up to the signing date of this Annual Report.

Informasi Transaksi Material yang Mengandung Benturan Kepentingan dan/atau Transaksi dengan Pihak Afiliasi/Pihak Berelasi

Tidak terdapat informasi material yang mengandung benturan kepentingan dan/atau transaksi dengan pihak afiliasi/pihak berelasi yang dapat mempengaruhi atau berdampak pada kinerja dan risiko usaha setelah tanggal Laporan Akuntan Publik hingga ditandatanganinya Laporan Tahunan ini.

Information on Material Transactions Involving Conflicts of Interest and/or Transactions with Affiliated or Related Parties

There was no material information involving conflicts of interest and/or transactions with affiliated or related parties that could affect or have an impact on the Company's performance and business risks from the date of the Independent Auditor's Report up to the signing date of this Annual Report.

Informasi Keuangan yang Mengandung Kejadian yang Bersifat Luar Biasa dan Jarang Terjadi

Tidak terdapat perubahan peraturan perundang-undangan yang berpengaruh signifikan terhadap Perusahaan setelah tanggal Laporan Akuntan Publik hingga ditandatanganinya Laporan Tahunan ini. signifikan terhadap Perusahaan setelah tanggal Laporan Akuntan Publik hingga ditandatanganinya Laporan Tahunan ini.

Financial Information Containing Extraordinary and Infrequent Events

There was no financial information containing extraordinary and infrequent events that could affect or have an impact on the Company's performance and business risks from the date of the Independent Auditor's Report up to the signing date of this Annual Report.

Perubahan Peraturan Perundang-Undangan yang Berpengaruh Signifikan terhadap Perusahaan

Tidak terdapat perubahan peraturan perundang-undangan yang berpengaruh signifikan terhadap Perusahaan setelah tanggal Laporan Akuntan Publik hingga ditandatanganinya Laporan Tahunan ini.

Perubahan Kebijakan Akuntansi dan Dampaknya terhadap Perusahaan

Tidak terdapat perubahan kebijakan akuntansi yang berdampak pada kinerja dan risiko usaha setelah tanggal Laporan Akuntan Publik hingga ditandatanganinya Laporan Tahunan ini.

Prospek Usaha serta Rencana Strategis dan Proyeksi Kinerja Perusahaan Tahun 2026

Air masih akan terus menjadi salah 1 (satu) kebutuhan utama dalam kehidupan, baik untuk dikonsumsi, mendukung proses industri, serta pengairan. Oleh karena itu, keberadaan dan kinerja Perum Jasa Tirta II tetap memainkan peran penting ke depannya.

Upaya strategis yang dilakukan Perum Jasa Tirta II diantaranya: keamanan pengelolaan sumber daya air, peningkatan efisiensi dan efektivitas kegiatan operasional, serta peningkatan kapasitas sumber daya.

Di tahun 2026, beberapa target telah ditetapkan Perusahaan yaitu:

- Proyeksi pendapatan sebesar Rp1,248 triliun
- Proyeksi laba bersih sebesar Rp163,850 miliar
- Optimalisasi pendapatan utama dan pengembangan sumber pendapatan baru, diantaranya penambahan penyaluran listrik ke PLN, dan

Changes in Laws and Regulations with Significant Impact on the Company

There were no changes in laws and regulations that had a significant impact on the Company from the date of the Independent Auditor's Report up to the signing date of this Annual Report.

Changes in Accounting Policies and Their Impact on the Company

There were no changes in accounting policies that affected the Company's performance and business risks from the date of the Independent Auditor's Report up to the signing date of this Annual Report.

Business Prospects, Strategic Plans, and Performance Projections for 2026

Water will continue to be one of the most essential resources for human life, serving not only as a source of consumption but also as a key input for industrial processes and irrigation. Accordingly, the role and performance of Perum Jasa Tirta II will remain strategically important in the years ahead.

The Company's strategic initiatives include strengthening water resources management security, improving the efficiency and effectiveness of operational activities, and enhancing organizational capacity and capabilities.

In 2026, the Company has established the following targets:

- *Revenue projection of Rp1.248 trillion;*
- *Net profit projection of Rp163.850 billion;*
- *Optimization of core revenue streams and development of new revenue*

penambahan air baku
- Penguatan entitas anak, PT Jasa Tirta Luhur, optimalisasi kerja sama Kawasan wisata Jatiluhur, pengembangan usaha di bidang Sistem Penyediaan Air Minum (SPAM), serta pengembangan Pembangkit Listrik Tenaga Surya (PLTS);
- Aspek teknologi informasi akan difokuskan pada penerapan *(roadmap)* IT Master Plan, percepatan digitalisasi operasional, dan penguatan sistem integrasi.

Arah Pengembangan Usaha

1. Sumber Daya Air. Optimalisasi aset untuk menciptakan *new revenue engine* dengan melakukan inovasi dan ekspansi bisnis turunan Sumber Daya Air (Energi Baru Terbarukan [EBT]) dan Sistem Penyediaan Air Minum (SPAM).
2. Non Sumber Daya Air. Optimalisasi *business process* dengan melakukan inovasi dan ekspansi bisnis untuk meningkatkan revenue bisnis Non-SDA, dalam rangka memperbesar kontribusi bagi Negara untuk ketahanan pangan dan energi nasional.

Strategi Perusahaan

1. Meningkatkan fungsi penugasan dengan *Integrated Smart Water Resources Management* yang berkelanjutan.
2. Peningkatan Operational Excellence menuju perusahaan utilitas world class yang didukung oleh transformasi digital.
3. *Scale-Up* pengusahaan bisnis turunan Sumber Daya Air.

sources, including increased electricity supply to PLN and additional raw water distribution;
- *Strengthening of its subsidiary, PT Jasa Tirta Luhur, optimization of cooperation in the Jatiluhur tourism area, development of Water Supply System (SPAM) businesses, and development of Solar Power Plant (PLTS) projects; and*
- *Information technology initiatives focused on implementing the IT Master Plan roadmap, accelerating operational digitalization, and strengthening system integration.*

Business Development Direction

1. *Water Resources Business. Optimization of assets to create new revenue engines through innovation and expansion of water resources-related businesses, particularly Renewable Energy (RE) and Water Supply Systems (SPAM).*
2. *Non-Water Resources Business. Optimization of business processes through innovation and business expansion initiatives to increase revenue from non-water resources businesses, thereby enhancing the Company's contribution to national food security and energy resilience.*

Corporate Strategy

1. *Strengthening the Company's public service mandate through sustainable Integrated Smart Water Resources Management;*
2. *Enhancing operational excellence to become a world-class utility company supported by digital transformation; and*
3. *Scaling up water resources-related business ventures.*

05

TATA KELOLA PERUSAHAAN

Corporate Governance

TATA KELOLA PERUSAHAAN
Corporate Governance

Menjadi Perusahaan Terbaik dalam Pengelolaan dan Pengusahaan Sumber Daya Air yang Berkelanjutan di Indonesia melalui dukungan implementasi Tata Kelola Perusahaan yang Baik.

To be a Reputable and Sustainable Water Resources Management and Enterprise Company in Indonesia through supporting the implementation of Good Corporate Governance.

Perusahaan menerapkan prinsip-prinsip tata kelola perusahaan yang baik yang dikenal sebagai TARIF, yaitu:

1. Transparansi. Menjaga objektivitas dalam menjalankan bisnis, Perusahaan menyediakan informasi yang material dan relevan dengan cara yang mudah diakses dan dipahami oleh pemangku kepentingan. Perusahaan mengambil inisiatif mengungkapkan tidak hanya masalah yang diatur dalam regulasi, tetapi juga hal penting lainnya dalam pengambilan Keputusan oleh Pemilik Modal dan pemangku kepentingan lainnya. Penerapan di Perum Jasa Tirta II dalam bentuk Laporan Tahunan Perusahaan; Laporan Triwulanan kepada Pemilik Modal; informasi terkait prosedur pengadaan dan hubungan dengan rekanan; informasi terkait ketaatan dalam pembayaran pajak; dan mekanisme manajemen SDM sesuai PKB.

2. Akuntabilitas. Kejelasan fungsi, pelaksanaan dan pertanggungjawaban organ Perseroan sehingga pengelolaan Perusahaan terlaksana secara efektif. Penerapan di Perum Jasa Tirta II dalam bentuk penetapan rincian tugas dan tanggung jawab masing-masing organ Perum Jasa Tirta II (Direksi, Dewan Pengawas, SPI, Sekretaris Perusahaan, dan organ struktural lainnya) dan semua karyawan secara jelas dan selaras dengan visi, misi, nilai-nilai Perusahaan, dan strategi Perusahaan; mengupayakan agar semua organ Perusahaan dan seluruh karyawan mempunyai kemampuan sesuai dengan tugas, tanggung jawab,

The Company implements the principles of Good Corporate Governance (GCG), known by the acronym TARIF, consisting of:

1. *Transparency. In maintaining objectivity in conducting its business activities, the Company provides material and relevant information in a manner that is accessible and understandable to stakeholders. The Company takes the initiative to disclose not only information required by regulations but also other important matters that support decision-making by the Capital Owner and other stakeholders. At Perum Jasa Tirta II, the implementation of this principle is reflected through the publication of the Annual Report, quarterly reports to the Capital Owner, information regarding procurement procedures and relationships with business partners, information concerning tax compliance, and human capital management mechanisms in accordance with the Collective Labor Agreement (CLA).*

2. *Accountability. Clarity of functions, implementation, and responsibilities of the Company's governing organs to ensure effective corporate management. At Perum Jasa Tirta II, this principle is implemented through the clear assignment of duties and responsibilities to each corporate organ, including the Board of Directors, Board of Supervisors, Internal Audit Unit, Corporate Secretary, other structural units, and all employees, in alignment with the Company's vision, mission, values, and strategy. The Company also ensures that all*

dan perannya dalam pelaksanaan *Good Corporate Governance* (GCG); menciptakan sistem pengendalian yang efektif dalam pengelolaan Perusahaan; menyelenggarakan RPB untuk mengesahkan rencana jangka panjang, rencana anggaran tahunan, persetujuan laporan tahunan, penetapan pembagian keuntungan dan dividen yang dibayarkan; pemenuhan check and balances Direksi dan Dewan Pengawas sesuai dengan prinsip-prinsip *Good Corporate Governance* (GCG).

3. *Responsibilitas*/Pertanggungjawaban. Kesesuaian dalam pengelolaan Perusahaan terhadap peraturan perundang-undangan dan prinsip korporasi yang sehat. Penerapan di Perum Jasa Tirta II dalam bentuk melaksanakan kewajiban perpajakan dengan baik; mematuhi ketentuan undang-undang keselamatan dan kesehatan kerja serta lingkungan; melaksanakan kewajiban pembinaan masyarakat sekitar, misalnya melakukan pembinaan usaha kecil dan koperasi; melaksanakan UU Tenaga Kerja, UU Jasa Konstruksi, pedoman *Good Corporate Governance* (GCG), dan regulasi lainnya; pengembangan Masyarakat dan lingkungan sebagai bentuk kepedulian terhadap Masyarakat dalam meningkatkan kesejahteraan hidup masyarakat tidak mampu.

4. Independensi/Kemandirian. Perusahaan dikelola secara profesional tanpa benturan kepentingan dan pengaruh/ tekanan dari pihak manapun yang tidak sesuai dengan ketentuan peraturan perundang-undangan dan prinsip korporasi yang sehat. Penerapan di Perum Jasa Tirta II dalam bentuk saling menghormati hak, kewajiban, tugas, wewenang, serta tanggung jawab masing-masing organ dan tidak saling mendominasi satu sama lain; tidak mencampuri pengurusan Perusahaan

corporate organs and employees possess the competencies required to perform their duties, responsibilities, and roles in implementing GCG, establishes effective internal control systems, conducts Capital Owner Meetings (RPB) to approve long-term plans, annual budgets, annual reports, profit appropriations and dividend distributions, and maintains an effective system of checks and balances between the Board of Directors and the Board of Supervisors in accordance with GCG principles.

3. *Responsibility. Compliance in managing the Company in accordance with applicable laws and regulations as well as sound corporate principles. At Perum Jasa Tirta II, this principle is implemented through the fulfillment of tax obligations, compliance with occupational health, safety, and environmental regulations, support for community development initiatives, including the development of small enterprises and cooperatives, compliance with labor laws, construction services regulations, GCG guidelines, and other applicable regulations, as well as community and environmental development programs aimed at improving the welfare of underprivileged communities.*

4. *Independence. The Company is managed professionally and independently, free from conflicts of interest and undue influence or pressure from any party that may be inconsistent with applicable laws, regulations, and sound corporate principles. At Perum Jasa Tirta II, this principle is implemented through mutual respect for the rights, obligations, duties, authorities, and responsibilities of each corporate organ, without domination by one party over another; avoidance of*

selain organ yang berkepentingan; selalu menghindari terjadinya benturan kepentingan dalam pengambilan keputusan yang dilakukan oleh Dewan Pengawas, Direksi, dan seluruh karyawan Perum Jasa Tirta II.

interference in corporate management by unauthorized parties; and the consistent prevention of conflicts of interest in decision-making processes involving the Board of Supervisors, Board of Directors, and all employees.

5. Kewajaran. Keadilan dan kesetaraan dalam memenuhi hak-hak pemangku kepentingan yang timbul berdasarkan perjanjian dan peraturan perundang-undangan yang berlaku. Perum Jasa Tirta II menjamin bahwa setiap pihak yang berkepentingan mendapatkan perlakuan yang adil sesuai dengan ketentuan perundang-undangan yang berlaku. Penerapan di Perum Jasa Tirta II dalam bentuk Pemilik Modal berhak menghadiri dan memberikan suara dalam RPB sesuai ketentuan yang berlaku; memperlakukan semua rekanan secara adil dan transparan; memberikan kondisi kerja yang baik dan aman bagi setiap karyawan sesuai dengan kemampuan Perum Jasa Tirta II dan peraturan perundang-undangan yang berlaku; memperlakukan setiap pegawai secara adil dan bebas dari bias karena perbedaan suku, agama, asal-usul, jenis kelamin, atau hal-hal yang tidak berkaitan dengan kinerja.

5. Fairness. Equitable and equal treatment of stakeholders in fulfilling their rights as stipulated by agreements and applicable laws and regulations. Perum Jasa Tirta II ensures that all stakeholders receive fair treatment in accordance with prevailing regulations. The implementation of this principle includes ensuring that the Capital Owner has the right to attend and vote at Capital Owner Meetings (RPB) in accordance with applicable provisions, treating all business partners fairly and transparently, providing a safe and conducive working environment for employees in accordance with the Company's capabilities and applicable regulations, and ensuring equal treatment of all employees without discrimination based on ethnicity, religion, origin, gender, or any factors unrelated to performance.

FONDASI PENERAPAN TATA KELOLA PERUSAHAAN

Foundation of Corporate Governance Implementation

Perum Jasa Tirta II berkomitmen menerapkan prinsip-prinsip tata kelola perusahaan yang baik atau *good corporate governance* (GCG) dengan tujuan membangun sistem perusahaan yang kuat dan sehat. Penerapan tata kelola perusahaan yang baik menjadi salah satu acuan dalam mengambil keputusan dan meningkatkan efektivitas kinerja.

Perum Jasa Tirta II is committed to implementing the principles of Good Corporate Governance (GCG) with the objective of establishing a strong and sound corporate system. The implementation of good corporate governance serves as one of the key references in decision-making processes and in enhancing organizational effectiveness.

Pelaksanaan prinsip-prinsip (GCG) secara

The proper and effective implementation tepat dan efektif mencerminkan bahwa proses bisnis dan tata kelola berlangsung secara sehat dan sesuai dengan ketentuan dan peraturan yang berlaku. Pelaksanaan tata kelola perusahaan secara baik dan efektif mendukung keyakinan Perusahaan untuk mampu membangun keberlanjutan usaha dan memberikan nilai tambah bagi pemegang saham dan pemangku kepentingan lainnya, serta menjaga kelangsungan lingkungan dan masyarakat sekitar. Untuk itu, PJT II secara berkala meninjau dan menyesuaikan kebijakan tata kelola perusahaan yang baik agar dapat dilaksanakan dengan tepat baik di unit bisnis dan entitas anak.

Landasan hukum penerapan tata kelola perusahaan

Landasan utama penerapan *Good Corporate Governance* (GCG) Perusahaan berdasarkan pada ketentuan dan peraturan perundang-undangan yang berlaku, diantaranya:

1. Undang-Undang RI No. 20 Tahun 2001 tentang Perubahan atas Undang-Undang RI No. 31 Tahun 1999 tentang Pemberantasan Tidak Pidana Korupsi.
2. Undang-Undang RI No. 19 Tahun 2003 tentang Badan Usaha Milik Negara.
3. Undang-Undang RI No. 40 Tahun 2007 tentang Perseroan Terbatas.
4. Undang-Undang RI No. 14 Tahun 2008 tentang Keterbukaan Informasi Publik
5. Undang-Undang RI No. 8 Tahun 2010 tentang Pencegahan dan Pemberantasan Tindak Pidana Pencucian Uang.
6. Undang-Undang No. 17 Tahun 2019 tentang Sumber Daya Air, sebagaimana telah diubah dengan Peraturan Pemerintah Pengganti Undang-Undang No. 2 Tahun 2022 tentang Cipta Kerja.

of Good Corporate Governance (GCG) principles reflects that the Company's business processes and governance practices are conducted in a sound manner and in compliance with applicable laws and regulations. Effective corporate governance strengthens the Company's ability to achieve long-term business sustainability, create added value for the Capital Owner and other stakeholders, and preserve the sustainability of the environment and surrounding communities. To this end, PJT II periodically reviews and updates its corporate governance policies to ensure their effective implementation across business units and subsidiary entities.

Legal Basis for Corporate Governance Implementation

The implementation of Good Corporate Governance (GCG) within the Company is primarily based on prevailing laws and regulations, including the following:

1. *Law of the Republic of Indonesia No. 20 of 2001 concerning Amendments to Law No. 31 of 1999 on the Eradication of Corruption.*
2. *Law of the Republic of Indonesia No. 19 of 2003 concerning State-Owned Enterprises.*
3. *Law of the Republic of Indonesia No. 40 of 2007 concerning Limited Liability Companies.*
4. *Law of the Republic of Indonesia No. 14 of 2008 concerning Public Information Disclosure.*
5. *Law of the Republic of Indonesia No. 8 of 2010 concerning the Prevention and Eradication of Money Laundering.*
6. *Law No. 17 of 2019 concerning Water Resources, as amended by Government Regulation in Lieu of Law No. 2 of 2022 concerning Job Creation.*

7. Peraturan Pemerintah RI No. 45 Tahun 2005 tentang Pendirian, Pengawasan, dan Pembubaran Badan Usaha Milik Negara.
8. Peraturan Pemerintah No. 25 Tahun 2022 tentang Perum Jasa Tirta II.
9. Peraturan Menteri Negara Badan Usaha Milik Negara No. PER-01/MBU/2011 tentang Penerapan Tata Kelola Perusahaan yang Baik (Good Corporate *Governance*) pada Badan Usaha Milik Negara.
10. Peraturan Menteri Badan Usaha Milik Negara No. PER-1/MBU/03/2023 tentang Penugasan Khusus dan Program Tanggung Jawab Sosial dan Lingkungan Badan Usaha Milik Negara.
11. Peraturan Menteri Badan Usaha Milik Negara No. PER-2/03/2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara.
12. Peraturan Menteri Badan Usaha Milik Negara No. PER-3/MBU/03/2023 tentang Organ dan Sumber Daya Manusia Badan Usaha Milik Negara.
13. Keputusan Menteri Badan Usaha Milik Negara No. SK-4/MBU/02/2020 tentang Pemberhentian, Pengangkatan, dan Pengalihan Tugas Anggota-Anggota Dewan Pengawas Perusahaan Umum Jasa Tirta II juncto Keputusan Menteri Badan Usaha Milik Negara No. SK-92/MBU/03/2020 tentang Pengangkatan Anggota Dewan Pengawas Perusahaan Umum Jasa Tirta II juncto Keputusan Menteri Badan Usaha Milik Negara No. SK-340/MBU/10/2020 tentang Pemberhentian dan Pengangkatan Anggota-Anggota Dewan Pengawas Perusahaan Umum Jasa Tirta II junctis Keputusan Menteri Badan Usaha Milik Negara No. SK-214/MBU/09/2022

7. Government Regulation No. 45 of 2005 concerning the Establishment, Management, Supervision, and Dissolution of State-Owned Enterprises.

8. Government Regulation No. 25 of 2022 concerning Perum Jasa Tirta II.

9. Minister of State-Owned Enterprises Regulation No. PER-01/MBU/2011 concerning the Implementation of Good Corporate Governance in State-Owned Enterprises.

10. Minister of State-Owned Enterprises Regulation No. PER-1/MBU/03/2023 concerning Special Assignments and Social and Environmental Responsibility Programs of State-Owned Enterprises.

11. Minister of State-Owned Enterprises Regulation No. PER-2/MBU/03/2023 concerning Guidelines for Corporate Governance and Significant Corporate Activities of State-Owned Enterprises.

12. Minister of State-Owned Enterprises Regulation No. PER-3/MBU/03/2023 concerning the Organs and Human Resources of State-Owned Enterprises.

13. Decree of the Minister of State-Owned Enterprises No. SK-4/MBU/02/2020 concerning the Dismissal, Appointment, and Reassignment of Members of the Board of Supervisors of Perum Jasa Tirta II, juncto Decree of the Minister of State-Owned Enterprises No. SK-92/MBU/03/2020 concerning the Appointment of Members of the Board of Supervisors of Perum Jasa Tirta II, juncto Decree of the Minister of State-Owned Enterprises No. SK-340/MBU/10/2020 concerning the Dismissal and Appointment of Members of the Board of Supervisors of Perum tentang Pemberhentian dan Pengangkatan Anggota Dewan Pengawas Perusahaan Umum Jasa Tirta II.

14. Keputusan Menteri Badan Usaha Milik Negara No. SK-196/MBU/06/2020 tentang Perubahahan Nomenklatur Jabatan dan Pengangkatan Anggota-Anggota Direksi Perusahaan Umum Jasa Tirta II juncto Keputusan Menteri Badan Usaha Milik Negara No. SK-350/MBU/10/2020 tentang Pemberhentian dan Pengangkatan Direktur Utama Perusahaan Umum Jasa Tirta II junctis Keputusan Menteri Badan Usaha Milik Negara No. SK-420/MBU/12/2021 tentang Pemberhentian, Pengalihan Tugas, dan Pengangkatan Anggota-Anggota Direksi Perusahaan Umum Jasa Tirta II;
15. Surat Edaran Menteri Badan Usaha Milik Negara No. Se-35/MBU/02/2020 tanggal 10 Januari tentang Implementasi Sistem Manajemen Anti Suap di BUMN;
16. Surat Edaran Menteri Badan Uaha Milik Negara No. SE-7/MBU/07/2020 tanggal 1 Juli 2020 tentang Nilai-nilai Utama (Core Values) Sumber Daya Manusia Badan Usaha Milik Negara;
17. Peraturan Komisi Pemberantasan Korupsi (KPK) No. 2 Tahun 2019 tentang Pelaporan Gratifikasi;
18. Keputusan Deputi Bidang Keuangan dan Manajemen Risiko No. Sk-3/DKU.NBU/05/2023 tentang Petunjuk Teknis Komposisi dan Kualifikasi Organ Pengelola Risiko di Lingkungan Badan Usaha Milik Negara;
19. Keputusan Sekretaris Kementerian BUMN No. S-16/S.MBU/2012 tentang Indikator/Parameter Penilaian dan Evaluasi atas Penerapan Tata Kelola Perusahaan yang Baik (Good

Jasa Tirta II, junctis Decree of the Minister of State-Owned Enterprises No. SK-214/MBU/09/2022 concerning the Dismissal and Appointment of Members of the Board of Supervisors of Perum Jasa Tirta II;

14. *Decree of the Minister of State-Owned Enterprises No. SK-196/MBU/06/2020 concerning Changes in Position Nomenclature and the Appointment of Members of the Board of Directors of Perum Jasa Tirta II, juncto Decree of the Minister of State-Owned Enterprises No. SK-350/MBU/10/2020 concerning the Dismissal and Appointment of the President Director of Perum Jasa Tirta II, junctis Decree of the Minister of State-Owned Enterprises No. SK-420/MBU/12/2021 concerning the Dismissal, Reassignment, and Appointment of Members of the Board of Directors of Perum Jasa Tirta II;*
15. *Circular Letter of the Minister of State-Owned Enterprises No. SE-35/MBU/02/2020 dated January 10, 2020 concerning the Implementation of Anti-Bribery Management Systems in State-Owned Enterprises;*
16. *Circular Letter of the Minister of State-Owned Enterprises No. SE-7/MBU/07/2020 dated July 1, 2020 concerning the Core Values of Human Resources in State-Owned Enterprises;*
17. *Corruption Eradication Commission (KPK) Regulation No. 2 of 2019 concerning Gratification Reporting;*
18. *Decree of the Deputy for Finance and Risk Management No. SK-3/DKU.MBU/05/2023 concerning Technical Guidelines on the Composition and Qualifications of Risk Management Governance Bodies within State-Owned Enterprises;*
19. *Decree of the Secretary of the Ministry of State-Owned Enterprises No. S-16/S.MBU/2012 concerning Indicators/*

Corporate *Governance*) pada Badan Usaha Milik Negara;

20. Surat Sekretaris Menteri Badan Usaha Milik Negara No. S-17/MBU/02/2020 tanggal 17 Februari 2020 perihal Sertifikasi ISO 37001:2016 mengenai Sistem Manajemen Anti Penyuapan (SMAP);
21. Keputusan Dewan Pengawas Perum Jasa Tirta II No. KEP-35/DEWAS/IV/2020 tentang Pembentukan Komite Nominasi dan Remunerasi Perum Jasa Tirta Ii juncto Keputusan Dewan Pengawas No. KEP-81/DEWAS/X/2020 tentang Perubahan Keputusan Dewan Pengawas Perum Jasa Tirta II No. KEP-35/DEWAS/IV/2020 tentang Pembentukan Komite Nominasi dan Remunasi Perum Jasa Tirta II junctis Keputusan Dewan Pengawas Perum Jasa Tirta II No. KEP-86/DEWAS/XI/2020 tentang Perubahan Keputusan Dewan Pengawas No. KEP-81/DEWAS/X/2020 tentang Pembentukan Komite Nominasi dan Remunerasi Perum Jasa Tirta II;
22. Keputusan Dewan Pengawas Perum Jasa Tirta II No. KEP-84/DEWAS/X/2020 tentang Pengangkatan Ketua Komite Pemantauan Manajemen Risiko juncto Keputusan Dewan Pengawas Perum Jasa Tirta II No. KEP-85/DEWAS/XI/2020 tentang Pengangkatan Anggota Komite Pemantau Manajemen Risiko;
23. Keputusan Bersama Dewan Pengawas dan Direksi Perum Jasa Tirta II No. KBS-01/DIR/05/2022 tentang Kebijakan Anti Penyuapan Perum Jasa Tirta II.
24. Keputusan Bersama Direksi dan Dewan Pengawas No. KBS-1/DIR/06/2023 tanggal 21 Juni 2023 tentang Pedoman Penerapan Tata Kelola Perusahaan yang Baik (*Good*

Parameters for the Assessment and Evaluation of the Implementation of Good Corporate Governance in State-Owned Enterprises;

20. Letter of the Secretary of the Minister of State-Owned Enterprises No. S-17/MBU/02/2020 dated February 17, 2020 concerning ISO 37001:2016 Certification on the Anti-Bribery Management System (ABMS);

21. Decree of the Board of Supervisors of Perum Jasa Tirta II No. KEP-35/DEWAS/IV/2020 concerning the Establishment of the Nomination and Remuneration Committee of Perum Jasa Tirta II, juncto Decree of the Board of Supervisors No. KEP-81/DEWAS/X/2020 concerning Amendments to the Decree of the Board of Supervisors of Perum Jasa Tirta II No. KEP-35/DEWAS/IV/2020 concerning the Establishment of the Nomination and Remuneration Committee of Perum Jasa Tirta II, junctis Decree of the Board of Supervisors of Perum Jasa Tirta II No. KEP-86/DEWAS/XI/2020 concerning Amendments to the Decree of the Board of Supervisors No. KEP-81/DEWAS/X/2020 concerning the Establishment of the Nomination and Remuneration Committee of Perum Jasa Tirta II;

22. Decree of the Board of Supervisors of Perum Jasa Tirta II No. KEP-84/DEWAS/X/2020 concerning the Appointment of the Chairman of the Risk Management Monitoring Committee, juncto Decree of the Board of Supervisors of Perum Jasa Tirta II No. KEP-85/DEWAS/XI/2020 concerning the Appointment of Members of the Risk Management Monitoring Committee;

23. Joint Decree of the Board of Supervisors and the Board of Directors of Perum Jasa Tirta II No. KBS-01/DIR/05/2022 concerning the Anti-Bribery Policy of Perum Jasa Tirta II;

Corporate Governance) Perum Jasa Tirta II;

25. Peraturan Direksi Perum Jasa Tirta II No. PRD-23/DIR/08/2019 tentang Pedoman Pengelolaan Anak Perusahaan Perum Jasa Tirta II.
26. Pedoman Umum Governansi Korporat Indonesia yang diterbitkan oleh Komite Nasional Kebijakan *Governance*;
27. Pedoman Governansi Korporate dalam Badan Usaha Milik Negara OECD.

Standar penerapan Tata Kelola Perusahaan

Perusahaan mengadopsi dan menerapkan standar tata kelola perusahaan yang baik dengan mempertimbangkan faktor-faktor yang dapat mempengaruhi efektivitas penerapan prinsip-prinsip tersebut. Berbagai faktor tersebut mencakup kebutuhan internal, dinamika lingkungan operasional, skala dan kompleksitas bisnis, serta sifat risiko dan tantangan yang dihadapi. Perusahaan menyesuaikan standar tata kelola agar selaras dengan *best practices* yang berlaku baik dalam lingkup nasional maupun internasional. Perusahaan merujuk pada berbagai standar dan pedoman tata kelola yang diakui secara luas guna memastikan praktik terbaik diimplementasikan secara efektif di seluruh lini organisasi. Standar tata kelola perusahaan yang menjadi acuan utama Perusahaan diantaranya:

1. Peraturan Menteri BUMN No. PER-02/MBU/03/2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara (BUMN).
2. Surat Keputusan Deputi Bidang Keuangan dan Manajemen Risiko Kementerian Badan Usaha Milik Negara No. SK-52/DKU.MBU/10/2024

24. Joint Decree of the Board of Directors and the Board of Supervisors No. KBS-1/DIR/06/2023 dated June 21, 2023 concerning the Guidelines for the Implementation of Good Corporate Governance of Perum Jasa Tirta II;

25. Board of Directors Regulation of Perum Jasa Tirta II No. PRD-23/DIR/08/2019 concerning Guidelines for the Management of Subsidiaries of Perum Jasa Tirta II;

26. Indonesian Corporate Governance Manual issued by the National Committee on Governance Policy (KNKG);

27. OECD Guidelines on Corporate Governance of State-Owned Enterprises.

Corporate Governance Standards

The Company adopts and implements Good Corporate Governance (GCG) standards while taking into consideration various factors that may affect the effectiveness of their implementation. These factors include internal requirements, the dynamics of the operating environment, the scale and complexity of the business, as well as the nature of the risks and challenges faced by the Company. The Company aligns its governance standards with prevailing best practices at both the national and international levels. To ensure that best practices are effectively implemented throughout the organization, the Company refers to various widely recognized governance standards and guidelines. The primary corporate governance standards adopted by the Company include.

1. Minister of State-Owned Enterprises Regulation No. PER-02/MBU/03/2023 concerning Guidelines for Corporate Governance and Significant Corporate Activities of State-Owned Enterprises (SOEs);

tentang Indikator/Parameter Penilaian dan Evaluasi atas Penerapan Tata Kelola Perusahaan yang Baik pada Badan Usaha Milik Negara.

2. *Decree of the Deputy for Finance and Risk Management of the Ministry of State-Owned Enterprises No. SK-52/DKU.MBU/10/2024 concerning Indicators/Parameters for the Assessment and Evaluation of the Implementation of Good Corporate Governance in State-Owned Enterprises.*

STRUKTUR ORGAN TATA KELOLA PERUSAHAAN

Corporate Governance Structure

Pengelolaan bisnis berkelanjutan mementingkan penerapan struktur tata kelola yang kuat dan memadai. Struktur tata kelola yang efektif merupakan dasar untuk mendukung aspek-aspek operasional Perusahaan, memastikan bahwa setiap Keputusan diambil dengan pertimbangan yang tepat, integritas yang tinggi, transparansi yang memadai, serta akuntabilitas yang jelas. Oleh sebab itu, Perusahaan merancang struktur organisasi tata kelola yang juga mengakomodir perkembangan regulasi dan tren global yang terus berkembang, selain untuk memenuhi kebutuhan internal.

Sustainable business management requires the implementation of a robust and effective governance structure. An effective governance structure serves as the foundation for supporting the Company's operations by ensuring that decisions are made with proper consideration, high integrity, adequate transparency, and clear accountability. Accordingly, the Company designs its governance structure not only to address internal requirements but also to accommodate evolving regulatory developments and global trends.

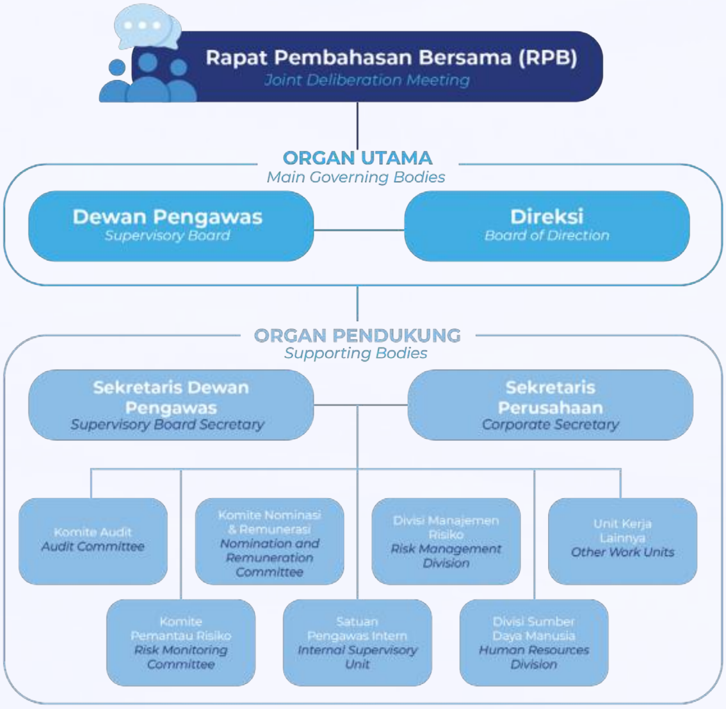
Rancangan struktur tata kelola harus mampu mendorong efisiensi dalam pelaksanaan kegiatan operasional, mendukung inovasi, serta memungkinkan Perusahaan dapat beradaptasi terhadap dinamika pasar dan perubahan lingkungan yang terjadi. Perum Jasa Tirta II berupaya terus memperbarui dan menyempurnakan struktur organisasi tata kelola yang ada, sejalan dengan perkembangan regulasi dan standar industri.

The governance structure must be capable of promoting operational efficiency, supporting innovation, and enabling the Company to adapt to market dynamics and changes in the business environment. Perum Jasa Tirta II continuously seeks to update and enhance its governance structure in line with regulatory developments and industry standards.

Perusahaan menyadari pentingnya penyesuaian struktur tata kelola dengan ketentuan perundang-undangan yang berlaku. Dalam merancang struktur organ tata kelola, Perusahaan mengacu pada Undang-Undang Republik Indonesia No. 19 Tahun 2003 tentang Badan Usaha Milik Negara. Organ PJT II terdiri dari Pemilik Modal, Dewan Pengawas, dan Direksi.

The Company recognizes the importance of aligning its governance structure with applicable laws and regulations. In designing its governance organs, the Company refers to Law of the Republic of Indonesia No. 19 of 2003 concerning State-Owned Enterprises. The governance organs of PJT II consist of the Capital Owner, the Board of Supervisors, and the Board of Directors.

Bagan Struktur Organ Tata Kelola Perusahaan
Corporate Governance Structure Chart



Penanggung jawab penerapan tata kelola perusahaan

Berdasarkan Keputusan Direksi PJT II No. KPT-31/DIR/03/2023 tentang Penunjukan Penanggung Jawab Dalam Penerapan dan Pemantauan Tata Kelola Perusahaan yang Baik *Good Corporate Governance* (GCG) di Lingkungan PJT II, ditetapkan Direktur Utama sebagai penanggung jawab utama dalam penerapan dan pemantauan (GCG) di seluruh lingkungan Perum Jasa Tirta II. Adanya penanggung jawab ini untuk memastikan penerapan prinsip-prinsip tata kelola perusahaan yang baik berjalan secara efektif dan berkualitas, guna mendukung tercapainya tujuan Perusahaan secara berkelanjutan, serta menjaga integritas dan transparansi dalam setiap aspek operasional.

Responsibility for Corporate Governance Implementation

Pursuant to Board of Directors Decree No. KPT-31/DIR/03/2023 concerning the Appointment of the Person Responsible for the Implementation and Monitoring of Good Corporate Governance (GCG) within PJT II, the President Director has been designated as the primary person responsible for the implementation and monitoring of Good Corporate Governance Good Corporate Governance (GCG) throughout Perum Jasa Tirta II. The appointment of this responsible party is intended to ensure that the implementation of good corporate governance principles is carried out effectively and with high quality, thereby supporting the sustainable achievement

Kebijakan tata kelola Perusahaan

Keberadaan kebijakan tata kelola perusahaan mempunyai peran membentuk dan mengarahkan proses bisnis serta perilaku hubungan dengan seluruh pemangku kepentingan, sehingga dapat memastikan pencapaian tujuan Perusahaan berjalan dengan efektif dan efisien. Kebijakan dimaksud juga ditujukan untuk menciptakan budaya Perusahaan yang solid, mengedepankan etika, transparansi, akuntabilitas, dan keberlanjutan dalam setiap aspek operasional. Kebijakan tersebut disusun sebagai perangkat aturan yang mendukung penerapan *Good Corporate Governance* (GCG) dengan mengacu pada peraturan perundang-undangan, praktik terbaik, dan nilai-nilai budaya Perusahaan yang menjadi acuan dalam berperilaku dan menjalankan proses bisnis.

of the Company's objectives while maintaining integrity and transparency in all aspects of its operations.

Corporate Governance Policies

Corporate governance policies play an important role in shaping and directing business processes and stakeholder relationships, thereby ensuring that the Company's objectives are achieved effectively and efficiently. These policies are also intended to foster a strong corporate culture that emphasizes ethics, transparency, accountability, and sustainability across all operational activities. The policies serve as a governance framework that supports the implementation of GCG by referring to applicable laws and regulations, best practices, and the Company's core values, which guide conduct and business operations throughout the organization.

Kebijakan tata kelola yang telah dimiliki Perusahaan antara lain:
The Company's corporate governance policies include, among others:

No.	Kebijakan dan Pedoman / *Policies and Guidelines*
1.	Pedoman Tata Kelola Perusahaan / *Corporate Governance Guidelines*
2.	*Board Manual* (Piagam Dewan Pengawas dan Direksi) / *Board Manual (Board of Supervisors and Board of Directors Charter)*
3.	Piagam Komite Audit / *Audit Committee Charter*
4.	Piagam Komite Pemantau Risiko / *Risk Monitoring Committee Charter*
5.	Piagam Komite Remunerasi dan Nominasi / *Nomination and Remuneration Committee Charter*
6.	Piagam Koordinasi Direktur yang Membawahkan Fungsi Kepatuhan dan Satuan Kerja Kepatuhan dengan Dewan Pengawas / *Charter on Coordination between the Director Responsible for the Compliance Function, the Compliance Unit, and the Board of Supervisors*
7.	Piagam Internal Audit / *Internal Audit Charter*
8.	Pedoman Etika Usaha dan Tata Perilaku / *Code of Business Ethics and Conduct*
9.	Pedoman Manajemen Risiko / *Risk Management Guidelines*
10.	Pedoman Pengelolaan Pengaduan Pelanggaran (Whistleblowing System) / *Whistleblowing System (WBS) Guidelines*
11.	Pedoman Gratifikasi / *Gratuity Control Guidelines*
12.	Pedoman Benturan Kepentingan / *Conflict of Interest Guidelines*
13.	Pedoman Tata Kelola Teknologi Informasi / *Information Technology Governance Guidelines*
14.	Pedoman Pengendalian Intern / *Internal Control Guidelines*

Proses tata kelola berkelanjutan

Tata kelola perusahaan dirancang sebagai skema yang mengatur seluruh proses, perilaku, dan hubungan antar pemangku kepentingan yang saling terkait dalam pencapaian tujuan Perusahaan yang berkelanjutan. Tata kelola perusahaan adalah sistem yang mencakup berbagai proses, perilaku, kebijakan, aturan, dan institusi yang mempengaruhi bagaimana sebuah perusahaan dikelola, diawasi, dan diarahkan. Sistem ini melibatkan berbagai aspek, termasuk pengelolaan sumber daya, pengendalian internal, dan arah strategis yang diambil oleh perusahaan, serta bagaimana hubungan tersebut dipelihara antara para pemangku kepentingan seperti pemegang saham, karyawan, pelanggan, mitra bisnis, serta masyarakat. Semua elemen ini harus bekerja secara harmonis dan sesuai dengan prinsip-prinsip yang terkandung dalam *Good Corporate Governance (GCG)*, yang mencakup transparansi, akuntabilitas, kewajaran, dan tanggung jawab.

PJT II mendorong terciptanya nilai yang berkelanjutan dengan merancang dan menerapkan proses tata kelola yang sejalan dengan nilai-nilai inti yang telah dijunjung tinggi oleh Perusahaan. Nilai-nilai tersebut mencakup integritas, transparansi, dan dapat dipertanggungjawabkan, yang menjadi landasan dalam mengambil setiap keputusan dan tindakan oleh seluruh komponen Perusahaan. Integrasi nilai-nilai tersebut ke dalam setiap proses bisnis demi memastikan semua kegiatan operasional dan strategis selalu dilandasi oleh prinsip-prinsip tata kelola yang baik, mematuhi peraturan yang ada dan bertujuan untuk menciptakan dampak positif jangka panjang bagi semua pihak yang terlibat.

Sustainable Governance Process

Corporate governance is designed as a framework that regulates all interconnected processes, behaviors, and relationships among stakeholders in achieving the Company's long-term objectives. Corporate governance constitutes a system encompassing various processes, behaviors, policies, rules, and institutions that influence how a company is managed, supervised, and directed. This system covers various aspects, including resource management, internal controls, and the strategic direction pursued by the Company, as well as the manner in which relationships are maintained among stakeholders, including the Capital Owner, employees, customers, business partners, and the wider community. All of these elements must operate harmoniously and in accordance with the principles of Good Corporate Governance (GCG), namely transparency, accountability, fairness, and responsibility.

PJT II promotes the creation of sustainable value by designing and implementing governance processes that are aligned with the Company's core values. These values include integrity, transparency, and accountability, which serve as the foundation for every decision and action taken across the organization. The integration of these values into all business processes ensures that both operational and strategic activities are consistently guided by sound governance principles, comply with applicable regulations, and are directed toward creating long-term positive impacts for all stakeholders.

Bagan Umum Proses Tata Kelola / *General Governance Process Framework*

Penilaian Implementasi Tata Kelola Perusahaan

Di tahun 2025, Perum Jasa Tirta II melakukan penilaian atas implementasi tata kelola perusahaan secara mandiri (*self-assessment*). Berikut hasil penilaian implementasi tata kelola perusahaan di tahun 2025:

Assessment of Corporate Governance Implementation

In 2025, Perum Jasa Tirta II conducted a self-assessment of its corporate governance implementation. The results of the 2025 corporate governance implementation assessment are presented as follows:

No.	Aspek Pengujian/Indikator / *Assessment Aspect / Indicator*	Bobot / *Weight*	Capaian Tahun 2025 / *2025 Achievement Score*		Keterangan *Information*
			Skor / *Score*	% Capaian / *Achievement (%)*	
1.	Komitmen terhadap Penerapan Tata Kelola Perusahaan Yang Baik Secara Berkelanjutan / *Commitment to the Sustainable Implementation of Good Corporate Governance*	7,00	6,75	96,47	96,47
2.	Pemegang Saham / *Shareholders*	9,00	8,49	94,38	94,38
3.	Dewan Pengawas / *Board of Supervisors*	35,00	32,55	93,62	93,62
4.	Direksi / *Board of Directors*	35,00	32,31	92,99	92,99
5.	Pengungkapan Informasi dan Transparansi / *Information Disclosure and Transparency*	9,00	7,45	82,72	82,72
6.	Aspek Lainnya / *Other Aspects*	5,00	5,00	100,00	100,00
Skor Keseluruhan / *Overall Score*			**100,00**	**93,01**	**93,01**
Kualifikasi Kualitas Penerapan Good Corporate *Governance* (GCG) / *Good Corporate Governance (GCG) Implementation Quality Qualification*			**Sangat Baik / Excellent**		

PEMILIK MODAL DAN PENGENDALI
Capital Owner and Controller

Perusahaan merupakan Badan Usaha Milik Negara (BUMN) yang berbentuk Perusahaan Umum (Perum).

The Company is a State-Owned Enterprise (SOE) established in the form of a Public Corporation (Perum).

Deskripsi Pemilik modal

Seluruh modal Perusahaan (100%) dimiliki oleh Negara Republik Indonesia. Berdasarkan Peraturan Pemerintah No. 25 Tahun 2022, Menteri BUMN sebagai Wakil Pemerintah selaku Pemilik Modal merupakan Pengendali Perusahaan.

Besarnya modal Perusahaan adalah seluruh nilai penyertaan modal Negara sebesar Rp164.547.635.935,-.

Description of the Capital Owner

The entire capital of the Company (100%) is owned by the Government of the Republic of Indonesia. Pursuant to Government Regulation No. 25 of 2022, the Minister of State-Owned Enterprises, acting on behalf of the Government as the Capital Owner, serves as the Company's Controller.

The Company's total capital amounts to IDR164,547,635,935, representing the total value of the Government's capital participation.

Hak dan Tanggung Jawab Pemilik Modal

Berdasarkan Peraturan Pemerintah No. 25 Tahun 2022 tentang Perum Jasa Tirta II, Pemilik Modal memiliki hak dan tanggung jawab diantaranya sebagai berikut:

1. Menghadiri dan mengambil keputusan tertinggi;
2. Memperoleh informasi material mengenai Perusahaan, secara tepat waktu, terukur dan teratur.
3. Memastikan Perusahaan dijalankan berdasarkan Tata Kelola Perusahaan yang Baik.
4. Dalam rangka pembinaan Perusahaan, Pemilik Modal dapat.
   a. Sewaktu-waktu meminta dan menggali informasi atas kegiatan operasional dan/atau.
   b. Bertindak sebagai mediator atas permohonan Direksi/Anak Perusahaan/Perusahaan Terafiliasi BUMN untuk menyelesaikan perselisihan yang terjadi antar BUMN/Anak Perusahaan BUMN/ Perusahaan Terafiliasi BUMN.

Rights and Responsibilities of the Capital Owner

Pursuant to Government Regulation No. 25 of 2022 concerning Perum Jasa Tirta II, the Capital Owner has, among others, the following rights and responsibilities:

1. *To attend meetings and exercise the highest decision-making authority;*
2. *To obtain material information regarding the Company in a timely, measurable, and regular manner;*
3. *To ensure that the Company is managed in accordance with Good Corporate Governance (GCG) principles;*
4. *In carrying out its supervisory role, the Capital Owner may:*
   a. *Request and obtain information regarding operational activities at any time; and/or*
   b. *Act as a mediator upon requests from the Board of Directors, Subsidiaries, or SOE-Affiliated Companies to resolve disputes among SOEs, Subsidiaries, and SOE-Affiliated Companies;*
5. *In requesting and obtaining information regarding operational*

5. Dalam meminta dan menggali informasi atas kegiatan operasional sebagaimana dimaksud diatas, Pemilik Modal dapat membentuk tim atau komite khusus.
6. Penyelesaian perselisihan yang dimediasi oleh Menteri sebagaimana dimaksud diatas merupakan kesepakatan yang bersifat final dan mengikat bagi Perusahaan/Anak Perusahaan BUMN/Perusahaan Terafiliasi BUMN yang bersangkutan.
7. Kewajiban Menteri sebagai mediator sebagaimana dimaksud diatas, dapat dilimpahkan atau dimandatkan kepada pimpinan tinggi madya yang menyelenggarakan fungsi hukum di Kementerian BUMN.
8. Dalam mengusulkan sesuatu hal yang material sebagaimana diatur dalam anggaran dasar yang harus diputuskan oleh Menteri sesuai dengan ketentuan peraturan perundang-undangan, Direksi dan Dewan Pengawas wajib menyampaikan penjelasan secara lengkap kepada Menteri.
9. Dalam rangka pengambilan Keputusan, Menteri selaku pemilik modal berhak meminta penjelasan dari Direksi dan Dewan Pengawas mengenai informasi yang berkaitan dengan hal yang diputuskan.
10. Setiap keputusan Menteri yang diusulkan Direksi dan Dewan Pengawas dilakukan secara tertulis.
11. Keputusan Menteri selaku pemilik modal sebagaimana dimaksud diatas, dapat dilakukan dalam bentuk keputusan atau surat biasa, yang keduanya mempunyai kekuatan mengikat sebagai Keputusan Menteri.
12. Surat biasa sebagaimana dimaksud diatas, disampaikan dalam rangka memberikan Keputusan atas usulan yang disampaikan oleh Direksi dan/atau Dewan Pengawas.

activities, the Capital Owner may establish a special team or committee;

6. *Dispute resolutions mediated by the Minister shall be final and binding upon the relevant SOEs, Subsidiaries, and SOE-Affiliated Companies;*
7. *The Minister's role as mediator may be delegated to a senior official responsible for legal affairs within the Ministry of State-Owned Enterprises;*
8. *In proposing material matters that, pursuant to the Articles of Association and applicable laws and regulations, require the Minister's approval, the Board of Directors and the Board of Supervisors must provide a complete explanation to the Minister;*
9. *In making decisions, the Minister as Capital Owner is entitled to request explanations from the Board of Directors and the Board of Supervisors regarding matters under consideration;*
10. *Any proposal submitted by the Board of Directors and the Board of Supervisors requiring the Minister's decision must be made in writing;*
11. *Decisions of the Minister as Capital Owner may be issued in the form of a formal decision or an official letter, both of which carry binding legal effect; and*
12. *Official letters are issued to provide decisions on proposals submitted by the Board of Directors and/or the Board of Supervisors.*

Rapat Pembahasan Bersama (RPB)

Sesuai dengan Peraturan Pemerintah Nomor 25 Tahun 2022, Perum Jasa Tirta II melaksanakan pertemuan dengan Pemilik Modal, yakni Negara yang diwakili oleh Kementerian BUMN, setiap tahunnya dalam Rapat Pembahasan Bersama (RPB). Perusahaan tidak memiliki Rapat Umum Pemegang Saham.

Berikut proses penyelenggaraan RPB dan aturan mainnya, berdasarkan Pedoman Tata Kelola Perusahaan:

a. Pemanggilan RPB disampaikan kepada Pemilik Modal paling lambat 14 hari kerja sebelum acara RPB dilaksanakan. Surat atau media pemanggilan harus mencakup informasi mengenai: Agenda RPB; Materi, usulan dan penjelasan lain yang berkaitan dengan agenda acara RPB; Hari, tanggal dan jam diadakannya RPB; tempat pelaksanaan RPB.
b. Tempat pelaksanaan RPB adalah di lokasi tempat beroperasinya Perusahaan atau di tempat lain di wilayah Republik Indonesia.
c. RPB dipimpin oleh Pemilik Modal atau yang diberi kuasa dengan hak substitusi oleh Pemilik Modal.
d. RPB diawali dengan pembacaan Tata Tertib RPB.
e. Agenda tambahan RPB dapat dibahas jika disetujui oleh peserta rapat dan keputusan atas agenda tambahan tersebut harus disetujui dengan suara bulat oleh peserta RPB.
f. Kesimpulan yang diambil dalam RPB disampaikan kepada Menteri selaku Pemilik Modal untuk memperoleh pengesahan.
g. Setiap penyelenggaraan RPB wajib dibuatkan Risalah RPB.
h. Risalah RPB harus ditandatangani oleh

Joint Discussion Meeting (RPB)

In accordance with Government Regulation No. 25 of 2022, Perum Jasa Tirta II holds annual meetings with the Capital Owner, namely the Government of the Republic of Indonesia represented by the Ministry of State-Owned Enterprises, through a Joint Discussion Meeting (Rapat Pembahasan Bersama/RPB). As a Public Corporation (Perum), the Company does not hold a General Meeting of Shareholders (GMS).

Based on the Company's Corporate Governance Guidelines, the RPB is conducted in accordance with the following procedures:

a. Invitations to the RPB must be submitted to the Capital Owner no later than 14 working days prior to the meeting date. The invitation must include information regarding the meeting agenda, supporting materials and proposals, the date and time of the meeting, and the meeting venue;
b. The RPB may be held at the Company's place of operation or at another location within the territory of the Republic of Indonesia;
c. The meeting shall be chaired by the Capital Owner or its authorized representative with substitution rights;
d. The meeting shall commence with the reading of the Rules of Procedure;
e. Additional agenda items may be discussed upon approval by meeting participants, and any resolutions on such additional agenda items must be approved unanimously;
f. The conclusions of the RPB shall be submitted to the Minister as Capital Owner for approval;
g. Minutes of Meeting must be prepared for every RPB;
h. The Minutes of Meeting must be signed by the Chairperson of the RPB and at least one representative of the

Ketua RPB dan paling sedikit 1 (satu) dari peserta RPB dari Pemilik Modal atau Kuasa Pemilik Modal, Dewan Pengawas dan Direksi.

i. Risalah RPB harus didokumentasikan dan disimpan oleh Sekretaris Perusahaan.

j. Pemilik Modal berhak memperoleh Risalah RPB.

Capital Owner or its proxy, the Board of Supervisors, and the Board of Directors;

i. The Minutes of Meeting must be documented and maintained by the Corporate Secretary; and

j. The Capital Owner is entitled to obtain the Minutes of Meeting.

Penyelenggaraan RPB Tahun 2025

Di tahun 2025, RPB diselenggarakan pada Senin, 25 Mei 2025, bertempat di Kantor Badan Pengaturan BUMN, Jl. Medan Merdeka Selatan No. 13, Jakarta Pusat. Agenda RPB adalah pembahasan bersama Laporan Keuangan Konsolidasian Tahun Buku (Audited) Perum Jasa Tirta II.

RPB di tahun 2025 tersebut dihadiri oleh:

1. Perwakilan Badan Pengaturan BUMN sebagai Pemilik Modal.
2. Dewan Pengawas Perum Jasa Tirta II.
3. Direksi Perum Jasa Tirta II.
4. Kepala Divisi Perum Jasa Tirta II.

2025 Joint Discussion Meeting (RPB)

In 2025, the RPB was held on Monday, May 26, 2025, at the Office of the SOE Regulatory Agency, Jl. Medan Merdeka Selatan No. 13, Central Jakarta. The meeting agenda was the discussion of the audited consolidated financial statements of Perum Jasa Tirta II for the 2024 financial year.

1. *Representatives of the SOE Regulatory Agency as the Capital Owner;*
2. *Members of the Board of Supervisors of Perum Jasa Tirta II;*
3. *Members of the Board of Directors of Perum Jasa Tirta II; and*
4. *Division Heads of Perum Jasa Tirta II.*

Dewan Pengawas

Dewan Pengawas memiliki peran melakukan fungsi pengawasan terhadap jalannya Perusahaan yang dikelola oleh Direksi dan jajarannya. Dewan Pengawas juga memiliki wewenang untuk memberikan nasihat kepada Direksi, serta memastikan penerapan *Good Corporate Governance* (GCG).

Dalam menjalankan tugasnya, Dewan Pengawas dibantu oleh Komite Audit, Komite Pemantau Risiko, Komite Nominasi dan Remunerasi, serta Sekretaris Dewan Pengawas.

Board of Supervisors

The Board of Supervisors is responsible for overseeing the management of the Company conducted by the Board of Directors and its management team. The Board of Supervisors also provides advice to the Board of Directors and ensures the effective implementation of Good Corporate Governance (GCG).

In carrying out its duties, the Board of Supervisors is supported by the Audit Committee, Risk Monitoring Committee, Nomination and Remuneration Committee, and the Secretary to the Board of Supervisors.

Pengangkatan dan Pemberhentian

Berdasarkan Peraturan Menteri Negara BUMN No. PER-3/MBU/03/2023 tentang Organ dan Sumber Daya Manusia Badan Usaha Milik Negara serta Pedoman Tata Kelola Perusahaan Perum Jasa Tirta II, mekanisme pengangkatan dan pemberhentian Dewan Pengawas diatur sebagai berikut:

1. Pengangkatan Dewan Pengawas: (i) Anggota Dewan Pengawas diangkat dan diberhentikan oleh Menteri BUMN sesuai dengan mekanisme dan ketentuan peraturan perundang-undangan; (ii) Anggota Dewan Pengawas diangkat untuk masa jabatan yang sama dengan Anggota Direksi dan dapat diangkat kembali untuk 1 (satu) kali masa jabatan; (iii) Pengangkatan Anggota Dewan Pengawas tidak bersamaan waktunya dengan pengangkatan Anggota Direksi; (iv) Apabila dipandang perlu, dalam rangka pengangkatan Dewan Pengawas, Menteri BUMN dapat meminta masukan dari Menteri Teknis.
2. Pemberhentian Dewan Pengawas: (i) Anggota Dewan Pengawas dapat diberhentikan sebelum habis masa jabatannya oleh Menteri BUMN, apabila berdasarkan kenyataan Anggota Dewan Pengawas: tidak melaksanakan tugasnya dengan baik; tidak melaksanakan ketentuan dan perundang-undangan yang berlaku; terlibat dalam tindakan yang merugikan Perusahaan; dinyatakan bersalah dengan Keputusan pengadilan yang mempunyai ketentuan hukum tetap; meninggal dunia atau berhalangan tetap; mengundurkan diri; (ii) Keputusan pemberhentian sebagaimana dimaksud dalam poin (i) diambil setelah yang bersangkutan diberi kesempatan membela diri: pembelaan

Appointment and Dismissal

Pursuant to Minister of State-Owned Enterprises Regulation No. PER-3/MBU/03/2023 concerning the Organs and Human Resources of State-Owned Enterprises and the Corporate Governance Guidelines of Perum Jasa Tirta II, the appointment and dismissal of members of the Board of Supervisors are governed as follows:

1. *Appointment of the Board of Supervisors: (i) Members of the Board of Supervisors are appointed and dismissed by the Minister of State-Owned Enterprises in accordance with applicable laws and regulations; (ii) Members of the Board of Supervisors are appointed for a term of office equal to that of the Board of Directors and may be reappointed for one additional term; (iii) The appointment of members of the Board of Supervisors is not conducted simultaneously with the appointment of members of the Board of Directors; and (iv) Where deemed necessary, the Minister of State-Owned Enterprises may seek input from the relevant Technical Minister in the appointment process of the Board of Supervisors.*
2. *Dismissal of the Board of Supervisors. (i) Members of the Board of Supervisors may be dismissed prior to the expiration of their term of office by the Minister of State-Owned Enterprises if they: Fail to properly perform their duties; Fail to comply with applicable laws and regulations; Are involved in actions detrimental to the Company; Are found guilty by a final and binding court decision; Pass away or become permanently incapacitated; or Resign from their position; (ii) A dismissal decision based on (i) may only be made after the concerned member has been given the opportunity to present a defense. Such defense must*

diri dilakukan secara tertulis dan disampaikan kepada Menteri BUMN dalam jangka waktu 1 (satu) bulan terhitung sejak Anggota Dewan Pengawas yang bersangkutan diberitahu secara tertulis oleh Menteri BUMN tentang rencana pemberhentian tersebut; selama rencana pemberhentian masih dalam proses maka Anggota Dewan Pengawas yang bersangkutan tetap menjalankan tugasnya, jika dalam jangka waktu 2 (dua) bulan terhitung sejak tanggal penyampaian pembelaan diri Menteri BUMN tidak memberikan keputusan pemberhentian Anggota Dewan Pengawas tersebut, maka rencana pemberhentian tersebut menjadi batal; kedudukan sebagai Dewan Pengawas berakhir dengan dikeluarkannya keputusan pemberhentian dari Menteri BUMN.

Merujuk pada Peraturan Pemerintah No. 25 Tahun 2022 tentang Perusahaan Umum (Perum) Jasa Tirta II, kriteria calon Anggota Dewan Pengawas Perum Jasa Tirta II antara lain sebagai berikut:

1. Perseorangan yang mampu melaksanakan perbuatan hukum dan tidak pernah dinyatakan pailit atau menjadi Anggota Direksi atau Dewan Pengawas yang dinyatakan bersalah menyebabkan suatu Perusahaan atau Perum dinyatakan pailit; dan dihukum karena melakukan tindak pidana yang merugikan keuangan negara.
2. Mantan Anggota Direksi BUMN yang sudah tidak menjabat Anggota Direksi BUMN yang bersangkutan sekurang-kurangnya 1 (satu) tahun, kecuali dengan pertimbangan tertentu yang diputuskan oleh Menteri dalam rangka menjaga kesinambungan program penyehatan BUMN yang bersangkutan, sepanjang tidak ada ketentuan perundang-undangan lain yang melarangnya.

be submitted in writing to the Minister of State-Owned Enterprises within one (1) month from the date the concerned member receives written notification of the proposed dismissal; during the dismissal process, the concerned member shall continue to perform his or her duties. If the Minister does not issue a dismissal decision within two (2) months from the date the written defense is submitted, the proposed dismissal shall be deemed withdrawn. Membership of the Board of Supervisors shall terminate upon the issuance of the dismissal decision by the Minister of State-Owned Enterprises.

Pursuant to Government Regulation No. 25 of 2022 concerning Perum Jasa Tirta II, candidates for membership of the Board of Supervisors must meet, among others, the following criteria:

1. *Individuals who are legally competent and have never been declared bankrupt, have never served as a member of a Board of Directors or Board of Supervisors found responsible for causing a company or public corporation to be declared bankrupt, and have never been convicted of a criminal offense resulting in losses to state finances.*
2. *Former members of the Board of Directors of a State-Owned Enterprise who have ceased serving in such capacity for at least one year, unless otherwise determined by the Minister for specific considerations related to maintaining the continuity of the SOE's restructuring program, provided there is no legal prohibition.*
3. *Possess integrity, dedication, an understanding of corporate management issues related to at least one management function, adequate knowledge of the Company's line of*

3. Memiliki integritas, dedikasi, memahami masalah-masalah manajemen Perusahaan yang berkaitan dengan salah satu fungsi manajemen, memiliki pengetahuan yang memadai di bidang usaha Perusahaan dan dapat menyediakan waktu yang cukup untuk melaksanakan tugasnya;
4. Anggota Dewan Pengawas dapat terdiri dari unsur-unsur pejabat di bawah Menteri Teknis, Menteri Keuangan, maupun Kementerian dan pimpinan departemen/lembaga lain yang kegiatannya berhubungan langsung dengan Perusahaan;
5. Anggota Dewan Pengawas dengan Direksi dilarang memiliki hubungan keluarga sedarah atau hubungan karena perkawinan sampai dengan derajat ketiga, baik menurut garis lurus maupun garis ke samping;
6. Anggota Dewan Pengawas dilarang memangku jabatan rangkap sebagai: Anggota Direksi pada BUMN, BUMD, dan Badan Usaha Milik Swasta; jabatan lainnya sesuai dengan ketentuan peraturan perundang-undangan; jabatan lain yang dapat menimbulkan benturan kepentingan;
7. Anggota Dewan Pengawas dilarang menjadi pengurus partai politik, calon anggota legislatif, anggota legislatif, calon kepala daerah, calon wakil kepala daerah, kepala daerah, dan/atau wakil kepala daerah.

business, and sufficient time to perform their duties.

4. *May be appointed from among officials under the relevant Technical Ministry, the Ministry of Finance, or other ministries and government institutions whose activities are directly related to the Company's business;*
5. *Must not have any blood or marital relationship with members of the Board of Directors up to the third degree, whether in a direct or collateral line;*
6. *Must not hold concurrent positions as members of the Board of Directors of SOEs, Regional-Owned Enterprises (BUMDs), or private companies, or other positions prohibited by applicable laws and regulations or that may create conflicts of interest; and*
7. *Must not serve as political party officials, legislative candidates, members of legislative bodies, regional head candidates, deputy regional head candidates, regional heads, and/or deputy regional heads.*

SUSUNAN DEWAN PENGAWAS
Composition of the Board of Supervisors

Sesuai Keputusan Menteri Badan Usaha Milik Negara, selaku Pemilik Modal Perum Jasa Tirta II, No. SK-340/MBU/10/2020 tanggal 21 Oktober 2020 dan SK-214/MBU/09/2022 tanggal 21 September 2022, susunan Dewan Pengawas adalah sebagai berikut:

Pursuant to Decree of the Minister of State-Owned Enterprises, acting as the Capital Owner of Perum Jasa Tirta II, No. SK-340/MBU/10/2020 dated October 21, 2020 and No. SK-214/MBU/09/2022 dated September 21, 2022, the composition of the Board of Supervisors was as follows:

Kelik Wirawan Wahyu Widodo
Ketua Dewan Pengawas
Chairman of the Supervisory Board

Fatkhurohman Taufik
Anggota Dewan Pengawas
Member Supervisory Board

Berdasarkan Keputusan Kepala Badan Pengaturan Badan Usaha Milik Negara selaku pemilik modal Perum Jasa Tirta II No. 258 Tahun 2026 tentang Pemberhentian dan Pengangkatan Anggota Dewan Pengawas Perum Jasa Tirta II, Ketua Dewan Pengawas, atas nama Kelik Wirawan Wahyu Widodo, purna tugas per tanggal 21 Oktober 2025.

Dewan Pengawas Independen

Di akhir tahun 2025, Anggota Dewan Pengawas Independen Perusahaan adalah Fatkhurohman Taufik. Hal ini sudah memenuhi persyaratan dimana komposisi Dewan Pengawas Independen paling sedikit 20% dari jumlah keseluruhan Anggota Dewan Pengawas.

Profil beliau ada di Bagian Profil Perusahaan, halaman 101 Buku Laporan Tahunan ini.

Ketentuan Masa Jabatan

Berdasarkan Peraturan Pemerintah No. 25 Tahun 2022 tentang Perusahaan Umum (Perum) Jasa Tirta, masa jabatan Anggota Dewan Pengawas adalah sebagai berikut:

1. Anggota Dewan Pengawas diangkat untuk masa jabatan 5 (lima) tahun dan

Based on Decree of the Head of the State-Owned Enterprises Regulatory Agency, acting as the Capital Owner of Perum Jasa Tirta II, No. 258 of 2026 concerning the Dismissal and Appointment of Members of the Board of Supervisors of Perum Jasa Tirta II, Mr. Kelik Wirawan Wahyu Widodo completed his term of office as Chairman of the Board of Supervisors effective October 21, 2025.

Independent Board of Supervisors Member

As of the end of 2025, Mr. Fatkhurohman Taufik served as the Company's Independent Member of the Board of Supervisors. This composition complied with the requirement that independent members constitute at least 20% of the total membership of the Board of Supervisors.

His profile is presented in the Company Profile section of this Annual Report on page 101.

Term of Office

Pursuant to Government Regulation No. 25 of 2022 concerning Perum Jasa Tirta II, the term of office of members of the Board of Supervisors is as follows:

dapat diangkat kembali untuk 1 (satu) kali masa jabatan berikutnya.

2. Anggota Dewan Pengawas dapat diberhentikan sebelum masa jabatannya berakhir berdasarkan Keputusan Menteri dengan menyebutkan alasannya.
3. Jabatan Anggota Dewan Pengawas berakhir apabila: (i) meninggal dunia; (ii) masa jabatan berakhir; (iii) tidak lagi memenuhi persyaratan sebagai Anggota Dewan Pengawas berdasarkan ketentuan dalam Peraturan Pemerintah No. 25 Tahun 2022 tentang Perusahaan Umum (Perum) Jasa Tirta II dan peraturan perundang-undangan lainnya.

1. Members of the Board of Supervisors are appointed for a term of five (5) years and may be reappointed for one (1) additional term.

2. Members of the Board of Supervisors may be dismissed prior to the expiration of their term of office by a decision of the Minister, with the reasons for such dismissal clearly stated.

3. The term of office of a member of the Board of Supervisors shall end upon: (i) Death; (ii) Expiration of the term of office; or; (iii) Failure to meet the eligibility requirements for membership of the Board of Supervisors as stipulated under Government Regulation No. 25 of 2022 concerning Perum Jasa Tirta II and other applicable laws and regulations.

Pernyataan Independensi dan Potensi Benturan Kepentingan

Setiap Anggota Dewan Pengawas telah menandatangani Pakta Integritas sebagai bentuk pernyataan independensi dan integritas. Dewan Pengawas dipastikan telah memenuhi kriteria kualifikasi aspek administratif dan kepatuhan. Kriteria non administratif yang dipersyaratkan dan dipenuhi oleh Anggota Dewan Pengawas yaitu harus bebas dari hubungan keluarga ataupun ikatan perkawinan satu sama lain hingga derajat ketiga secara vertikal maupun horizontal, bebas benturan kepentingan pribadi, dan memenuhi komitmen untuk tidak memanfaatkan Perusahaan demi kepentingan pribadi.

Statement of Independence and Potential Conflicts of Interest

Each member of the Board of Supervisors has signed an Integrity Pact as a declaration of independence and integrity. The Board of Supervisors has fulfilled all administrative qualification and compliance requirements. In addition, members of the Board of Supervisors are required to satisfy non-administrative criteria, including being free from family or marital relationships with one another up to the third degree, both vertically and horizontally, being free from personal conflicts of interest, and demonstrating a commitment not to utilize the Company for personal gain.

Hubungan Afiliasi Anggota Dewan Pengawas

Definisi hubungan afiliasi antara Anggota Dewan Pengawas, Direksi, dan Pemilik Modal/Pengendali meliputi:

1. Hubungan afiliasi antara Anggota Dewan Pengawas dengan Anggota Dewan Pengawas lainnya.

Affiliation Relationships of the Board of Supervisors

Affiliation relationships involving members of the Board of Supervisors, the Board of Directors, and the Capital Owner/Controller include:

1. Affiliation relationships among members of the Board of Supervisors;

2. Affiliation relationships between

2. Hubungan afiliasi antara Anggota Dewan Pengawas dengan Anggota Direksi.
3. Hubungan afiliasi antara Anggota Dewan Pengawas dengan Pemilik Modal Utama dan/atau Pengendali.
4. Hubungan afiliasi antara Anggota Direksi dengan Anggota Dewan Pengawas.
5. Hubungan afiliasi antara Anggota Direksi dengan Pemilik Modal Utama dan/atau Pengendali.

members of the Board of Supervisors and members of the Board of Directors;

3. *Affiliation relationships between members of the Board of Supervisors and the Major Capital Owner and/or Controller;*
4. *Affiliation relationships between members of the Board of Directors and members of the Board of Supervisors; and*
5. *Affiliation relationships between members of the Board of Directors and the Major Capital Owner and/or Controller.*

PEDOMAN KERJA
Board Manual

Dalam rangka memastikan pelaksanaan fungsi, tugas, dan tanggung jawab Dewan Pengawas berjalan dengan baik, Perum Jasa Tirta II telah memiliki *Board Manual* yang disahkan dalam Keputusan Bersama Dewan Pengawas dan Direksi Perusahaan Umum (Perum) Jasa Tirta II tentang Pedoman Penerapan Tata Kelola Perusahaan yang Baik No. KBS 01/DIR/06/2023 tanggal 21 Juni 2023.

Pedoman kerja dan tata tertib Dewan Pengawas merupakan hasil modifikasi dari berbagai peraturan yang berlaku dan praktik-praktik terbaik *Good Corporate Governance* (GCG), hukum korporasi, peraturan perundang-undangan yang berlaku, arahan Pemilik Modal, serta ketentuan Anggaran Dasar Perusahaan.

Pedoman kerja dan tata tertib Dewan Pengawas memuat petunjuk tata laksana kerja Dewan Pengawas bagi masing-masing Anggota Dewan Pengawas dalam menjalankan tugas yang selaras dengan visi dan misi Perusahaan, sehingga dapat tercipta standar kerja yang tinggi dan selaras dengan prinsip-prinsip *Good Corporate Governance* (GCG). Hal-hal yang

To ensure the effective execution of the functions, duties, and responsibilities of the Board of Supervisors, Perum Jasa Tirta II has established a Board Manual, which was approved through the Joint Decree of the Board of Supervisors and the Board of Directors of Perum Jasa Tirta II concerning the Guidelines for the Implementation of Good Corporate Governance No. KBS-1/DIR/06/2023 dated June 21, 2023.

The Board Manual and Rules of Procedure are developed based on applicable regulations, Good Corporate Governance Good Corporate Governance (GCG) best practices, corporate law principles, prevailing laws and regulations, directives from the Capital Owner, and the Company's Articles of Association.

The Board Manual provides guidance for members of the Board of Supervisors in carrying out their duties in alignment with the Company's vision and mission, thereby promoting high standards of performance and adherence to Good Corporate Governance (GCG) principles. The Board Manual governs, among other diatur dalam pedoman kerja dan tata tertib Dewan Pengawas meliputi penjelasan fungsi, tugas, kewajiban, dan tanggung jawab serta wewenang Dewan Pengawas, keanggotaan Dewan Pengawas, komposisi Dewan Pengawas dan masa jabatannya, standar penilaian kinerja Dewan Pengawas, kebijakan independensi bagi Pengawas Independen, mekanisme rapat Dewan Pengawas, penjelasan komite-komite dibawah Dewan Pengawas, dan tata laksana kerja yang berkaitan dengan pelaksanaan tugas Dewan Pengawas.

matters: the functions, duties, obligations, responsibilities, and authorities of the Board of Supervisors; membership composition and term of office of the Board of Supervisors; performance evaluation standards for the Board of Supervisors; independence policies applicable to Independent Supervisors; procedures for Board of Supervisors meetings; the committees established under the Board of Supervisors; and Other working procedures related to the execution of the Board of Supervisors' duties.

Tugas dan Tanggung Jawab

Dewan Pengawas sebagai organ Perusahaan bertanggung jawab secara kolektif untuk melakukan pengawasan dan memberikan saran serta rekomendasi kepada Direksi atas pengelolaan Perusahaan, serta memastikan bahwa Perusahaan melaksanakan prinsip-prinsip *Good Corporate Governance* (GCG) dengan baik.

Berdasarkan Peraturan Pemerintah No. 25 Tahun 2022 tentang Perusahaan Umum (Perum) Jasa Tirta II dan Pedoman Tata Kelola Perusahaan, tugas dan tanggung jawab Dewan Pengawas PJT II adalah sebagai berikut:

1. Melakukan pengawasan terhadap kebijakan pengurusan dan jalannya pengurusan pada umumnya mengenai Perusahaan maupun usaha Perusahaan yang dilakukan oleh Direksi, termasuk pengawasan terhadap pelaksanaan Rencana Jangka Panjang Perusahaan, Rencana Kerja dan Anggaran Perusahaan, Anggaran Dasar, Keputusan Menteri, dan/atau ketentuan peraturan perundang-undangan;
2. Memberikan nasihat kepada Direksi untuk kepentingan Perusahaan sesuai dengan maksud dan tujuan Perusahaan;

Duties and Responsibilities

As a corporate organ, the Board of Supervisors is collectively responsible for supervising the management of the Company, providing advice and recommendations to the Board of Directors, and ensuring the effective implementation of Good Corporate Governance (GCG).

Pursuant to Government Regulation No. 25 of 2022 concerning Perum Jasa Tirta II and the Company's Corporate Governance Guidelines, the duties and responsibilities of the Board of Supervisors include:

1. *Supervising management policies and the overall management of the Company conducted by the Board of Directors, including oversight of the implementation of the Long-Term Corporate Plan, the Annual Work Plan and Budget, the Articles of Association, Ministerial Decisions, and applicable laws and regulations.*
2. *Providing advice to the Board of Directors in the best interests of the Company and in accordance with the Company's purposes and objectives.*
3. *Granting approval for strategic matters as stipulated in the Articles of Association.*

3. Memberikan persetujuan terhadap hal strategis sesuai dengan ketentuan anggaran dasar;
4. Menyusun rencana kerja dan anggaran tahunan Dewan Pengawas yang merupakan bagian yang tak terpisahkan dari RKAP;
5. Memiliki pedoman dan tata tertib kerja yang bersifat mengikat bagi setiap Anggota Dewan Pengawas;
6. Menyampaikan laporan tentang tugas pengawasan yang telah dilakukan selama tahun buku yang baru lampau kepada Menteri;
7. Memantau dan memastikan bahwa Tata Kelola Perusahaan yang Baik diterapkan secara efektif dan berkelanjutan;
8. Memastikan Direksi telah menindaklanjuti temuan Audit Intern, Audit Ekstern, audit BPK, audit BPKP, dan/atau hasil lembaga pengawasan otoritas lain sesuai dengan ketentuan peraturan perundang-undangan;
9. Memastikan dalam laporan tahunan telah memuat informasi mengenai identitas, pekerjaan utamanya, jabatan Dewan Pengawas di Perusahaan lain, termasuk rapat yang dilakukan dalam satu tahun buku meliputi rapat internal maupun rapat gabungan dengan Direksi, serta honorarium, fasilitas, dan/atau tunjangan lain yang diterima dari BUMN yang bersangkutan;
10. Melaporkan kepada Perusahaan mengenai kepemilikan sahamnya dan/atau keluarganya pada Perusahaan yang bersangkutan dan Perusahaan lain, termasuk setiap perubahannya.

Wewenang Dewan Pengawas Perum Jasa Tirta II sebagai beriku

1. Memeriksa buku, surat, dokumen

4. Preparing the annual work plan and budget of the Board of Supervisors as an integral part of the Company's Annual Work Plan and Budget (RKAP).

5. Maintaining a Board Manual and Rules of Procedure that are binding upon all members of the Board of Supervisors.

6. Submitting a report on supervisory activities conducted during the preceding financial year to the Minister.

7. Monitoring and ensuring the effective and sustainable implementation of Good Corporate Governance.

8. Ensuring that the Board of Directors follows up on findings from Internal Audit, External Audit, Audit Board of Indonesia (BPK), Financial and Development Supervisory Agency (BPKP), and other supervisory authorities in accordance with applicable regulations.

9. Ensuring that the Annual Report contains information regarding the identity, principal occupation, positions held in other companies, meeting attendance records (including internal meetings and joint meetings with the Board of Directors), as well as honoraria, facilities, and other benefits received from the Company.

10. Reporting to the Company any share ownership held by the member and/or his or her family in the Company and other companies, including any changes thereto.

The Board of Supervisors of Perum Jasa Tirta II is authorized to:

1. Examine books, correspondence, and other documents, verify cash balances, securities, and other Company assets;

2. Enter premises, buildings, and offices used by the Company;

lainnya, memeriksa kas untuk keperluan verifikasi dan lain-lain, serta memeriksa surat berharga dan kekayaan Perusahaan;

2. Memasuki pekarangan, gedung, dan kantor yang dipergunakan oleh Perusahaan;
3. Meminta penjelasan Direksi dan/ atau pejabat lainnya mengenai segala persoalan yang menyangkut pengelolaan Perusahaan;
4. Mengetahui kebijakan dan tindakan yang telah dan akan dijalankan oleh Direksi;
5. Meminta Direksi dan/atau pejabat lainnya dibawah Direksi dengan sepengetahuan Direksi untuk menghadiri Rapat Dewan Pengawas;
6. Mengangkat dan memberhentikan Sekretaris Dewan Pengawas atas beban Perusahaan, jika dianggap perlu;
7. Memberhentikan sementara Anggota Direksi sesuai dengan ketentuan Peraturan Pemerintah;
8. Membentuk komite lain selain Komite Audit, jika dianggap perlu dengan memperhatikan kemampuan Perusahaan;
9. Menggunakan tenaga ahli untuk hal tertentu dan dalam jangka waktu tertentu atas beban Perusahaan, jika dianggap perlu;
10. Melakukan tindakan pengurusan Perusahaan dalam keadaan tertentu untuk jangka waktu tertentu sesuai dengan ketentuan Peraturan Pemerintah;
11. Menghadiri Rapat Direksi dan memberikan pandangan terhadap hal yang dibicarakan; dan
12. Melaksanakan kewenangan pengawasan lainnya sepanjang tidak bertentangan dengan Anggaran Dasar, Keputusan Menteri, dan/atau ketentuan peraturan perundang-undangan.

3. Request explanations from the Board of Directors and/or other officers regarding matters related to the management of the Company.

4. Obtain information on policies and actions that have been or will be implemented by the Board of Directors.

5. Request the attendance of members of the Board of Directors and/or officers reporting to the Board of Directors at meetings of the Board of Supervisors, with the knowledge of the Board of Directors.

6. Appoint and dismiss the Secretary to the Board of Supervisors at the Company's expense, if deemed necessary.

7. Temporarily suspend members of the Board of Directors in accordance with applicable Government Regulations;

8. Establish committees other than the Audit Committee, subject to the Company's capabilities and needs.

9. Engage external experts for specific matters and for a specified period at the Company's expense, if deemed necessary.

10. Undertake management actions on behalf of the Company under certain circumstances and for a specified period in accordance with applicable Government Regulations.

11. Attend meetings of the Board of Directors and provide views on matters under discussion.

12. Exercise other supervisory authorities insofar as they do not conflict with the Articles of Association, Ministerial Decisions, and/or applicable laws and regulations.

Pembagian Tugas Anggota Dewan Pengawas

Pembagian tugas diantara Anggota Dewan Pengawas Perum Jasa Tirta II adalah sebagai berikut:

Distribution of Duties among Members of the Board of Supervisors

The distribution of duties among the members of the Board of Supervisors of Perum Jasa Tirta II is as follows:

Jabatan / *Role*	**Penugasan / *Jobdesc***
Ketua Dewan Pengawas *Chairman of the Supervisory Board*	Koordinasi seluruh fungsi Dewan Pengawas dan Hubungan dengan Regulator *Coordinate all duties and functions of the entire Supervisory Board with the Regulator*
Anggota Dewan Pengawas I *Member of the Supervisory Board I*	Bidang Hukum, Sumber Daya Manusia, dan Hubungan antar Lembaga *In the field of Law, Human Resources and Inter-Institutional Relations*
Anggota Dewan Pengawas II *Member of the Supervisory Board II*	Bidang Tugas Aset dan Keuangan *In the field of Assets and Finance*
Anggota Dewan Pengawas III *Member of the Supervisory Board III*	Bidang Pengembangan Usaha dan Pemantauan Risiko *In the field of Business Development and Risk Monitoring*

Jenis Keputusan yang Memerlukan Persetujuan Dewan Pengawas

Merujuk kepada Peraturan Pemerintah No. 25 Tahun 2022 tentang Perusahaan Umum (Perum) Jasa Tirta II, untuk hal-hal dibawah ini Direksi perlu mendapatkan persetujuan tertulis terlebih dahulu dari Dewan Pengawas:

1. Mengagunkan aktiva/aset tetap untuk mendapatkan kredit jangka pendek;
2. Mengadakan kerja sama dengan badan usaha atau pihak lain berupa kerja sama lisensi, kontrak manajemen, menyewakan aktiva/aset, Kerja Sama Operasi (KSO), Bangun Guna Serah (Build Operate Transfer/BOT), Bangun Milik Serah (*Build Own Transfer*)/BowT), Bangun Serah Guna (Build Transfer Operate)/BTO, dan kerja sama lainnya dengan nilai atau jangka waktu tertentu yang ditetapkan oleh Menteri;
3. Menerima atau memberikan pinjaman jangka menengah atau jangka panjang, kecuali pinjaman yang timbul karena transaksi bisnis dan pinjaman yang diberikan kepada

Types of Decisions Requiring Approval from the Board of Supervisors

Pursuant to Government Regulation No. 25 of 2022 concerning Perum Jasa Tirta II, the Board of Directors is required to obtain prior written approval from the Board of Supervisors before undertaking the following actions:

1. *Pledging fixed assets as collateral for short-term financing facilities;*
2. *Entering into cooperation arrangements with business entities or other parties, including licensing agreements, management contracts, asset leasing arrangements, Joint Operations (JO), Build-Operate-Transfer (BOT), Build-Own-Transfer (BOWT), Build-Transfer-Operate (BTO), and other forms of cooperation with values or terms specified by the Minister;*
3. *Receiving or providing medium-term or long-term loans, except for loans arising from ordinary business transactions and loans granted to subsidiaries, provided that loans*

anak Perusahaan, dengan ketentuan pinjaman kepada anak perusahaan dilaporkan kepada Dewan Pengawas.

4. Menghapuskan dari pembukuan piutang macet dan persediaan barang mati.
5. Melepaskan aktiva/aset tetap bergerak dengan umur ekonomis yang lazim berlaku dalam industri pada umumnya sampai dengan 5 (lima) tahun.
6. Menetapkan struktur organisasi 1 (satu) tingkat di bawah Direksi.

Pelaksanaan Fungsi dan Tugas Dewan Pengawas

Sesuai dengan pedoman kerja, termasuk diantaranya Anggaran Dasar Perusahaan dan *Board Manual*, Dewan Pengawas Perum Jasa Tirta II telah menjalankan tugas, tanggung jawab, dan wewenangnya demi mengawasi pengelolaan yang dijalankan oleh Direksi.

Berikut adalah fungsi dan tugas yang dijalankan oleh Dewan Pengawas di sepanjang tahun 2025:

1. Melaksanakan rapat internal, rapat gabungan dengan Direksi, dan melakukan kunjungan kerja.
2. Menyusun laporan tugas pengawasan Dewan Pengawas untuk disampaikan kepada Menteri.
3. Evaluasi terhadap kinerja Perusahaan secara bulanan, triwulanan, dan semesteran serta memberikan nasihat kepada Direksi untuk pengembangan kedepan.
4. Evaluasi terhadap manajemen risiko Perusahaan.
5. Melakukan pembahasan atas laporan keuangan audited tahun 2024.
6. Melakukan pembahasan terkait rencana pengembangan proyek PLTS Terapung Jatigede.
7. Pembahasan pengadaan Kantor

granted to subsidiaries are reported to the Board of Supervisors.

4. *Writing off uncollectible receivables and obsolete inventories.*
5. *Disposing of movable fixed assets with an economic life generally recognized within the industry of up to five (5) years.*
6. *Establishing the organizational structure one (1) level below the Board of Directors.*

Execution of the Functions and Duties of the Board of Supervisors

In accordance with its governing documents, including the Company's Articles of Association and Board Manual, the Board of Supervisors of Perum Jasa Tirta II has carried out its duties, responsibilities, and authorities in overseeing the management of the Company conducted by the Board of Directors.

The following functions and duties were performed by the Board of Supervisors throughout 2025:

1. *Conducted internal meetings, joint meetings with the Board of Directors, and site visits.*
2. *Prepared the Board of Supervisors' supervisory report for submission to the Minister.*
3. *Evaluated the Company's performance on a monthly, quarterly, and semi-annual basis and provided advice to the Board of Directors regarding future development initiatives.*
4. *Evaluated the Company's risk management implementation.*
5. *Reviewed the audited financial statements for the 2024 financial year.*
6. *Discussed the development plan for the Jatigede Floating Solar Power Plant project.*

Akuntan Publik (KAP) untuk memeriksa Buku Perusahaan Tahun 2025.

8. Pembahasan Rencana Kerja dan Anggaran Perusahaan (RKAP) Tahun 2026.
9. Menyusun Rencana Kerja dan Anggaran (RKA) Dewan Pengawas Tahun 2026.

Kunjungan Kerja

Dalam rangka memperdalam laporan yang disampaikan Direksi dan Manajemen, serta mengetahui secara langsung kegiatan dan *progress* yang dicapai, maka dalam pelaksanaan tugasnya Dewan Pengawas dapat melakukan kunjungan kerja ke lokasi-lokasi terkait operasional Perusahaan.

Di tahun 2025, Dewan Pengawas telah melakukan 6 (enam) kali kunjungan kerja ke lapangan dalam rangka benchmarking, evaluasi, dan monitoring pengelolaan Perusahaan sebagai berikut:

7. Reviewed the appointment of a Public Accounting Firm (KAP) to audit the Company's books for the 2025 financial year.

8. Reviewed the Company's 2026 Annual Work Plan and Budget (RKAP).

9. Prepared the 2026 Work Plan and Budget (RKA) of the Board of Supervisors.

Site Visits

To obtain a deeper understanding of reports submitted by the Board of Directors and Management, as well as to directly observe operational activities and progress achieved by the Company, the Board of Supervisors may conduct site visits to locations related to the Company's operations.

In 2025, the Board of Supervisors conducted six (6) site visits for benchmarking, evaluation, and monitoring purposes, as follows:

No.	Waktu / *Date*	Penugasan / *Jobdesc*
1.	4 dan 5 Februari 2025 / *February 4 and 5*	Bendungan Marga Tiga, di Lampung *Marga Tiga Dam, in Lampung*
2.	10 Maret / 10 March	Terkait Kemitraan Sektor Pariwisata, di Purwakarta *Tourism Sector Partnership, in Purwakarta*
3.	30 April / April 20	Laham Pinjam dan Bendung Ubrug, di Purwakarta *Borrowed-to-Use Land and Ubrug Weir, in Purwakarta*
4.	22 Mei / May 20	Panen Kopi di Program Konservasi Lahan Kritis, di Cimeuhmal *Coffee Harvest under the Critical Land Conservation Program, in Cimeuhmal*
5.	*9 Juli / July 9*	Bendung Pelana Pasir Gombong, di Purwakarta *Pasir Gombong Saddle Weir, in Purwakarta*
6.	*8 dan 9 Oktober / October 8 and 9*	Bendungan Cipanas, Unit Wilayah V, di Sumedang *Cipanas Dam, Regional Unit V, in Sumedang*

Persetujuan dan Rekomendasi Dewan Pengawas

Di tahun 2025, Dewan Pengawas Perum Jasa Tirta II telah memberikan 43 surat tanggapan/persetujuan atas hal-hal sebagai berikut:

Approvals and Recommendations of the Board of Supervisors

In 2025, the Board of Supervisors of Perum Jasa Tirta II issued forty-three (43) response and approval letters concerning the following matters:

No.	No. Surat *Letter No.*	Tanggal *Date*	Perihal *Subject*
1.	S-02/DP/2025	30 Januari 2025 *January, 30 2025*	Tanggapan Tertulis atas Usulan Pembentukan Badan Usaha Pelaksana (BUP) Proyek SPAM Kota Bandung Terintegrasi *Written Response to the Proposal for the Establishment of a Project Implementing Business Entity (BUP) for the Integrated Bandung City Water Supply System (SPAM) Project*
2.	SR-05/ DP/2025	7 Februari 2025 *February, 7 2025*	Penyampaian Usulan Nominated Talent Perum Jasa Tirta II Tahun 2025 *Submission of Perum Jasa Tirta II's Nominated Talent Proposal for 2025*
3.	S-06/DP/2025	14 Februari 2025 *February, 14 2025*	Pelaksanaan *Assessment* Implementasi GCG Perum Jasa Tirta II Tahun 2024 *Implementation of the Good Corporate Governance (GCG) Assessment for Perum Jasa Tirta II for Fiscal Year 2024*
4.	S-07/DP/2025	24 Februari 2025 *February, 24 2025*	Persetujuan *Key Performance Indicators* (KPI) Direksi secara Individual Tahun 2025 *Approval of the Board of Directors' Individual Key Performance Indicators (KPIs) for 2025*
5.	S-08/DP/2025	27 Februari 2025 *February, 27 2025*	Persetujuan Revisi Keputusan Bersama tentang Pedoman Manajemen Risiko Perum Jasa Tirta II *Approval of the Revision to the Joint Decree on the Risk Management Guidelines of Perum Jasa Tirta II*
6.	SR-09/ DP/2025	27 Februari 2025 *February, 27 2025*	Persetujuan Calon Pejabat Sekretaris Perusahaan Perum Jasa Tirta II *Approval of the Candidate for Corporate Secretary of Perum Jasa Tirta II*
7.	S-10/DP/2025	28 Februari 2025 *February, 28 2025*	Penyampaian Laporan Tugas Pengawasan Dewan Pengawas Perum Jasa Tirta II Tahun 2024 *Written Response to the Proposal for the Establishment of a Project Implementing Business Entity (BUP) for the Integrated Bandung City Water Supply System (SPAM) Project*
8	SR-11/DP/2025	03 Maret 2025 *March 03, 2025*	Tanggapan atas Usulan Calon Direksi Anak Perusahaan Perum Jasa Tirta II (PT Jasa Tirta Luhur) *Response to the Proposed Candidates for the Board of Directors of Perum Jasa Tirta II's Subsidiary (PT Jasa Tirta Luhur)*
9.	S-13/DP/2025	14 Maret 2025 *March 14, 2025*	Penyampaian KAK Pekerjaan *Review* Atas Laporan Penilaian Peringkat Komposit Risiko Perum Jasa Tirta II Tahun 2024 *Submission of the Terms of Reference for the Review of the 2024 Composite Risk Rating Assessment Report of Perum Jasa Tirta II*
10.	S-14/DP/2025	21 Maret 2025 *March 21, 2025*	Tindak Lanjut atas Evaluasi dan Pengendalian Risiko Perum Jasa Tirta II *Follow-up Actions on the Risk Evaluation and Control of Perum Jasa Tirta II*
11.	S-15/DP/2025	21 Maret 2025 *March 21, 2025*	Pengadaan Jasa Pemeringkat Tingkat Kesehatan Perusahaan Perum Jasa Tirta II Tahun 2024 *Procurement of Corporate Health Rating Services for Perum Jasa Tirta II for Fiscal Year 2024*
12.	S-16/DP/2025	21 Maret 2025 *March 21, 2025*	Persetujuan Perubahan *Key Performance Indicators* (KPI) Direksi secara Individual Tahun 2025 *Approval of Amendments to the Board of Directors' Individual Key Performance Indicators (KPIs) for 2025*

No.	No. Surat *Letter No.*	Tanggal *Date*	Perihal *Subject*
12.	S-16/DP/2025	21 Maret 2025 *March 21, 2025*	Persetujuan Perubahan *Key Performance Indicators* (KPI) Direksi secara Individual Tahun 2025 *Approval of Amendments to the Board of Directors' Individual Key Performance Indicators (KPIs) for 2025*
13.	S-17/DP/2025	21 April 2025 *March 21, 2025*	Persetujuan Perubahan Keputusan Bersama tentang Pedoman Tata Kelola Teknologi Informasi (TI) Perum Jasa Tirta II *Approval of Amendments to the Joint Decree on the Information Technology (IT) Governance Guidelines of Perum Jasa Tirta II*
14.	S-19/DP/2025	8 Mei 2025 *May 8, 2025*	Permohonan Penjelasan Terkait Pemberian Ijin Penggunaan Lahan PERUM JASA TIRTA II di Kota Harapan Indah Tarumajaya Bekasi *Request for Clarification Regarding the Granting of Land Use Permission for Perum Jasa Tirta II's Property in Kota Harapan Indah, Tarumajaya, Bekasi*
15.	S-21/DP/2025	20 Mei 2025 *May 20, 2025*	Tanggapan dan Analisa Kinerja s.d. Triwulan I Tahun 2025 *Response and Performance Analysis up to the First Quarter of 2025*
16.	S-22/DP/2025	20 Mei 2025 *May 20, 2025*	Permintaan Usulan Kantor Akuntan Publik (KAP) Tahun Buku 2025 dan Usulan Remunerasi Tahun 2025 *Request for Proposals on the Appointment of a Public Accounting Firm (KAP) for Fiscal Year 2025 and the Proposed Remuneration for 2025*
17.	S-24/DP/2025	22 Mei 2025 *May 22, 2025*	Tanggapan atas Laporan Tahunan Tahun Buku 2024 (*Audited*) Perum Jasa Tirta II *Response to the Audited Annual Report of Perum Jasa Tirta II for Fiscal Year 2024*
18.	SR-25/DP/2025	23 Mei 2025 *May 23, 2025*	Usulan Remunerasi Direksi dan Dewan Pengawas *Proposed Remuneration for the Board of Directors and the Supervisory Board*
19.	S-26/DP/2025	23 Mei 2025 *May 23, 2025*	Usulan Agenda Persetujuan Laporan Tahunan dan Pengesahan Laporan Keuangan Tahun Buku 2024 Perum Jasa Tirta II *Proposed Agenda for the Approval of the Annual Report and Ratification of the Financial Statements of Perum Jasa Tirta II for Fiscal Year 2024*
20.	S-28/DP/2025	28 Mei 2025 *May 28, 2025*	Persetujuan Keputusan Bersama Dewan Pengawas dan Direksi Perum Jasa Tirta II tentang *Contingency Plan* *Evaluation Report on the Audit Service Provider for Perum Jasa Tirta II's Financial Statements for Fiscal Year 2024*
21.	S-29/DP/2025	19 Juni 2025 *June 19, 2025*	*Persetujuan Keputusan Bersama Dewan Pengawas dan Direksi Perum Jasa Tirta II tentang Contingency Plan* *Approval of the Joint Decree of the Supervisory Board and the Board of Directors of Perum Jasa Tirta II on the Contingency Plan*
22.	S-30/DP/2025	24 Juni 2025 *June 24, 2025*	*Permohonan Penjelasan dan Tambahan Informasi Rencana Kerjasama Pengembangan Proyek PLTS Terapung Jatigede* *Request for Clarification and Additional Information on the Proposed Cooperation for the Development of the Jatigede Floating Solar Power Plant Project*
23.	S-33/DP/2025	15 Juli 2025 *July 15, 2025*	Tanggapan atas Rencana Pengembangan PLTS Terapung Jatigede 100 MW bersama PT PLN Indonesia Power *Response to the Development Plan for the 100 MW Jatigede Floating Solar Power Plant in Collaboration with PT PLN Indonesia Power*
24.	S-34/DP/2025	13 Agustus 2025 *August 13, 2025*	*Penyampaian Keputusan Pemberhentian dan Pengangkatan Sekretaris Dewan Pengawas dan Anggota Komite Audit Perum Tirta II* *Submission of the Resolution on the Dismissal and Appointment of the Secretary to the Supervisory Board and Members of the Audit Committee of Perum Jasa Tirta II*
25.	S-35/DP/2025	19 Agustus 2025 *August 19, 2025*	*Pengadaan KAP untuk Audit Laporan Keuangan Perum Jasa Tirta II Tahun Buku 2025* *Procurement of a Public Accounting Firm (KAP) for the Audit of Perum Jasa Tirta II's Financial Statements for Fiscal Year 2025*

No.	No. Surat *Letter No.*	Tanggal *Date*	Perihal *Subject*
26.	S-16/DP/2025	19 Agustus 2025 *August 19, 2025*	Tanggapan dan Analisa Kinerja s.d. Triwulan II Tahun 2025 Perum Jasa Tirta II *Response and Performance Analysis up to the Second Quarter of 2025 of Perum Jasa Tirta I*
27.	S-17/DP/2025	19 Agustus 2025 *August 19, 2025*	Penyampaian Laporan Tugas Pengawasan Dewan Pengawas Perum Jasa Tirta II Semester I Tahun 2025 *Submission of the Supervisory Board's Oversight Report of Perum Jasa Tirta II for the First Semester of 2025*
28.	S-19/DP/2025	12 September 2025 *September 21, 2025*	Persetujuan Peraturan Direksi PJT II tentang Pedoman Kerja Sama Bernilai Komersial dengan Mitra di Lingkungan PJT II *Approval of the Board of Directors Regulation of Perum Jasa Tirta II on Guidelines for Commercial Cooperation with Partners within the Perum Jasa Tirta II Environment*
29.	S-21/DP/2025	18 September 2025 *September 18, 2025*	Persetujuan Kepala Satuan Pengawasan Intern PJT II *Approval of the Head of the Internal Audit Unit of Perum Jasa Tirta II*
30.	S-22/DP/2025	1 Oktober 2025 *October 1, 2025*	Permintaan Informasi Tambahan atas Usulan Pengajuan Kembali Permohonan Konversi Pinjaman Penyertaan Modal (Debt to Equity Swap) PT Jasa Tirta Luhur *Request for Additional Information Regarding the Proposal for the Resubmission of the Debt-to-Equity Swap Conversion Application of PT Jasa Tirta Luhur*
31.	S-24/DP/2025	13 Oktober 2025 *October 13, 2025*	Penyampaian Informasi Masa Jabatan Organ Kepengurusan Perum Jasa Tirta II *Submission of Information on the Term of Office of the Management Organs of Perum Jasa Tirta II*
32.	SR-25/DP/2025	16 Oktober 2025 *October 16, 2025*	Penyampaian Rencana Kerja dan Anggaran dan *Key Performance Indicators* Dewan Pengawas Tahun 2026 *Submission of the 2026 Work Plan and Budget as well as the Supervisory Board's Key Performance Indicators (KPIs)*
33.	S-26/DP/2025	23 Oktober 2025 *October 23, 2025*	Tanggapan atas Usulan Rencana Kerja dan Anggaran Perusahaan (RKAP) Perum Jasa Tirta II Tahun 2026 *Response to the Proposed 2026 Corporate Work Plan and Budget (RKAP) of Perum Jasa Tirta II*
34.	S-28/DP/2025	31 Oktober 2025 *October 31, 2025*	Tanggapan Dewan Pengawas atas Kinerja Perusahaan s.d. Triwulan III Tahun 2025 *Supervisory Board's Response to the Company's Performance up to the Third Quarter of 20254*
35.	S-29/DP/2025	31 Oktober 2025 *October 31, 2025*	Penyampaian Update Usulan Nominated Talent Perum Jasa Tirta II Tahun 2025 *Submission of Updates on Perum Jasa Tirta II's Nominated Talent Proposal for 2025*
36.	S-30/DP/2025	10 November 2025 *November 10, 2025*	Tanggapan Dewan Pengawas atas Usulan Pengajuan Kembali Permohonan Konversi Pinjaman Menjadi Modal (*Debt to Equity Swap*) *Supervisory Board's Response to the Proposal for the Resubmission of the Debt-to-Equity Swap Conversion Applicationt*
37.	S-33/DP/2025	25 November 2025 *November 25, 2025*	Penasihatan Dewan Pengawas atas Efektivitas Penerapan Sistem Pengendalian Intern *Supervisory Board's Advisory on the Effectiveness of the Implementation of the Internal Control System*
38.	S-34/DP/2025	26 November 2025 *November 26, 2025*	Tanggapan atas Usulan Rencana Kerja dan Anggaran Perusahaan (RKAP) Perum Jasa Tirta II Tahun 2026 *Response to the Proposed 2026 Corporate Work Plan and Budget (RKAP) of Perum Jasa Tirta II*

No.	No. Surat *Letter No.*	Tanggal *Date*	Perihal *Subject*
39.	S-54/DP/2025	2 Desember 2025	Penasihatan Dewan Pengawas atas Pelaksanaan Paket Investasi Peningkatan Kapasitas Unit 6 PLTA *Board of Commissioners' Advisory on the Execution of the Hydroelectric Power Plant Unit 6 Capacity Upgrade Investment Package*
40.	S-56/DP/2025	22 Desember 2025	Penetapan Kategori dan Klasifikasi Risiko Perum Jasa Tirta II *Determination of Risk Categories and Classifications for Perum Jasa Tirta II*
41.	S-57/DP/2025	23 Desember 2025	Tanggapan atas Usulan Rencana Kerja dan Anggaran Perusahaan (RKAP) Perum Jasa Tirta II Tahun 2026 *Response to the Proposed 2026 Corporate Work Plan and Budget (RKAP) of Perum Jasa Tirta II*
42.	S-58/DP/2025	31 Desember 2025	Tanggapan Dewan Pengawas atas Draft Program Kerja Pengawasan Tahunan SPI Tahun 2026 *Board of Commissioners' Response to the Draft 2026 Internal Audit Division (SPI) Annual Audit Work Program*
43.	S-59/DP/2025	31 Desember 2025	Penasihatan Dewan Pengawas atas Pelaksanaan Penugasan Pemerintah Perum Jasa Tirta II *Board of Commissioners' Advisory on the Execution of Government Assignments for Perum Jasa Tirta II*

Rapat Dewan Pengawas

Berdasarkan Peraturan Pemerintah No. 25 Tahun 2022 tentang Perusahaan Umum (Perum) Jasa Tirta II, Pasal 69 Ayat (1), Dewan Pengawas mengadakan rapat paling sedikit 1 (satu) kali dalam setiap bulan dan dalam rapat tersebut Dewan Pengawas dapat mengundang Direksi.

Selama tahun 2025, Dewan Pengawas Perum Jasa Tirta II telah menyelenggarakan 15 kali Rapat Internal.

Meetings of the Board of Supervisors

Pursuant to Article 69 paragraph (1) of Government Regulation No. 25 of 2022 concerning Perum Jasa Tirta II, the Board of Supervisors is required to convene meetings at least once (1) every month. In such meetings, the Board of Supervisors may invite members of the Board of Directors to attend.

Throughout 2025, the Board of Supervisors of Perum Jasa Tirta II conducted fifteen (15) Internal Meetings.

Jumlah Kehadiran Anggota Dewan Pengawas Dalam Rapat Internal
Attendance of Members of the Board of Supervisors at Internal Meetings

No.	Tanggal Rapat *Meeting Date*	Kelik Wirawan Wahyu Widodo	Nuning Sri Rejeki W.	Romy Marcandi	Fatkhurohman Taufik	Keterangan *Remarks*
1.	20 Januari 2025 *January 20, 2025*	√		√	√	Rapat Online *Online Meeting*
2.	26 Februari 2025 *February 20, 2025*	√		√	-*	*dikuasakan ke Ketua sesuai SKU-01/DP/2025 / **Represented by the Chairman pursuant to Power of Attorney No. SKU-01/DP/2025*

No.	Tanggal Rapat *Meeting Date*	Kelik Wirawan Wahyu Widodo	Nuning Sri Rejeki W.	Romy Marcandi	Fatkhurohman Taufik	Keterangan *Remarks*
3.	21 Maret 2025 *March 20, 2025*	√		√	-*	**telah purna tugas per 23 Maret 2025 ***Completed term of office effective March 23, 2025***
4.	25 April 2025 *April 20, 2025*	√		-**	√	**telah purna tugas per 23 Maret 2025 ***Completed term of office effective March 23, 2025***
5.	28 April 2025 *April 20, 2025*	√		-	√	
6.	16 Mei 2025 *May 20, 2025*	√		-	-*	*dikuasakan ke Ketua sesuai SKU-01/DP/2025 / **Represented by the Chairman pursuant to Power of Attorney No. SKU-01/DP/2025**
7.	30 Juni 2025 *Juni 20, 2025*	√		-	√	
8	28 Juli 2025 *Juli 20, 2025*	√		-	√	
9.	29 Agustus 2025 *August 20, 2025*	√		-	√	
10.	8 September 2025 *September 20, 2025*	√		-	-*	*dikuasakan ke Ketua sesuai SKU-01/DP/2025 / **Represented by the Chairman pursuant to Power of Attorney No. SKU-01/DP/2025**
11.	24 September 2025 *September 24, 2025*	√		-	-*	*dikuasakan ke Ketua sesuai SKU-01/DP/2025 / **Represented by the Chairman pursuant to Power of Attorney No. SKU-01/DP/2025**
12.	13 Oktober 2025 *Oktober 13, 2025*	√		-	√	
13.	17 Oktober 2025 *Oktober 20, 2025*	√		-	√	
14.	26 November 2025 *November 20, 2025*	-**		-	√	**telah purna tugas per 21 Okt 2025 / ***Completed term of office effective October 21, 2025***
15.	19 Desember 2025 *Desember 20, 2025*	-		-	√	*dikuasakan ke Ketua sesuai SKU-01/DP/2025 **Represented by the Chairman pursuant to Power of Attorney No. SKU-01/DP/2025**
Jumlah Kehadiran / *Total Attendance*		**13**		**3**	**10**	

Agenda rapat gabungan Dewan Pengawas dengan Direksi sebagai berikut:
The agenda of the Joint Meetings between the Board of Supervisors and the Board of Directors was as follows:

No.	Tanggal Rapat	Kelik Wirawan Wahyu Widodo
1.	22 Januari 2025 *January 22, 2025*	- Pembahasan tindak lanjut hasil rapat gabungan sebelumnya / *Discussion on the Follow-up Actions from the Previous Joint Meeting* - Pembahasan laporan Unaudited Tahun 2024 / *Discussion on the 2024 Unaudited Financial Statements* - Lain-lain / *Other Matters*
2.	26 February *February 22, 2025*	- Pembahasan tindak lanjut hasil rapat gabungan sebelumnya / *Discussion on the Follow-up Actions from the Previous Joint Meeting* - Pembahasan Kinerja Perusahaan bulan Januari / *Discussion on the Company's Performance for January* - Lain-lain / *Other Matters*
3.	10 Maret 2025 *March 10, 2025*	- Pembahasan Laporan Keuangan Audited Tahun 2024 dengan KAP / *Discussion on the Audited 2024 Financial Statements with the Public Accounting Firm (KAP)*
4.	21 Maret 2025 *March 21, 2025*	- Pembahasan Tindak Lanjut Hasil Rapat Gabungan Sebelumnya / *Discussion on the Follow-up Actions from the Previous Joint Meeting* - Pembahasan Kinerja Perusahaan bulan Februari /*Discussion on Company Performance for February 2024*
5.	30 April 2025 *April 30, 2025*	- Pembahasan Tindak Lanjut Hasil Rapat Gabungan Sebelumnya / *Discussion on the Follow-up Actions from the Previous Joint Meeting* - Pembahasan Kinerja Perusahaan Triwulan I / *Discussion on the Company's First Quarter Performance* - Tindak Lanjut Hasil Evaluasi Manajemen Risiko / *Follow-up Actions on the Results of the Risk Management Evaluation* - Lain-lain / *Other Matters*
6.	27 Mei 2025 *May 27, 2025*	- Pembahasan Tindak Lanjut Hasil Rapat Gabungan Sebelumnya / D*iscussion on the Follow-up Actions from the Previous Joint Meeting* - Pembahasan Laporan Tahunan Tahun 2024 (*Audited*) / *Discussion on the 2024 Annual Report (Audited)* - Lain-lain (Sosialisasi Peraturan Direksi tentang Perjalanan Dinas) / *Other Matters (Dissemination of the Board of Directors Regulation on Official Business Travel)*
7.	30 Juni 2025 *Juni 30, 2025*	Kinerja Perusahaan sampai dengan bulan Mei / *Discussion on the Company's Performance up to May* Rencana Pengembangan Proyek PLTS Terapung Jatigede / *Discussion on the Jatigede Floating Solar Power Plant Development Project Plan* *Isu Strategis lainnya / Other Strategic Issues*
8	28 Juli 2025 *Juli 28, 2025*	Kinerja Perusahaan Semester I / *Discussion on the Company's First Semester Performance* Pengadaan Kantor Akuntan Publik (KAP) Tahun 2025 / *Procurement of a Public Accounting Firm (KAP) for Fiscal Year 2025* Tidak Lanjut Hasil Pemeriksaan KAP Tahun Buku 2024 / *Follow-up Actions on the Audit Findings of the Public Accounting Firm (KAP) for Fiscal Year 2024*
9.	29 Agustus 2025 *August 29, 2025*	Pembahasan Tindak Lanjut Hasil Rapat Gabungan Sebelumnya / *Discussion on the Follow-up Actions from the Previous Joint Meeting* Kinerja Perusahaan sampai dengan bulan Juli / *Discussion on the Company's Performance up to July* Informasi Awal Pelaksanaan Wawancara Risk Maturity Index / *Preliminary Information on the Implementation of the Risk Maturity Index Interview* Hal Strategis lainnya / *Other Strategic Matters*
10.	25 September 2025 *September 25, 2025*	Pembahasan Tindak Lanjut Hasil Rapat Gabungan Sebelumnya / D*iscussion on the Follow-up Actions from the Previous Joint Meeting* Kinerja Perusahaan sampai dengan bulan Agustus / *Discussion on the Company's Performance up to August* Isu Strategis lainnya / *Other Strategic Issues*

11.	20 Oktober 2025 *October 20, 2025*	Pembahasan Tindak Lanjut Hasil Rapat Gabungan Sebelumnya / *Discussion on the Follow-up Actions from the Previous Joint Meeting* Kinerja Perusahaan sampai dengan bulan September / *Discussion on the Company's Performance up to September* Pembahasan Rencana Kerja dan Anggaran Perusahaan (RKAP) Tahun 2026 / *Discussion on the 2026 Corporate Work Plan and Budget (RKAP)* Hal Strategis lainnya / *Other Strategic Matters*
12.	26 November 2025 *November 26, 2025*	Pembahasan Tindak Lanjut Hasil Rapat Gabungan Sebelumnya / *Discussion on the Follow-up Actions from the Previous Joint Meeting* Kinerja Perusahaan sampai dengan bulan Oktober / *Discussion on the Company's Performance up to October* Pembahasan Rencana Kerja dan Anggaran Perusahaan (RKAP) Tahun 2026 / *Discussion on the 2026 Corporate Work Plan and Budget (RKAP)* Hal Strategis lainnya / *Other Strategic Matters*
13.	19 Desember 2025 *December 19, 2025*	Pembahasan Tindak Lanjut Hasil Rapat Gabungan Sebelumnya / *Discussion on the Follow-up Actions from the Previous Joint Meeting* Kinerja Perusahaan sampai dengan bulan November / *Discussion on the Company's Performance up to November* Hal Strategis lainnya / *Other Strategic Matters*

Penyampaian Undangan Rapat

Panggilan Rapat Dewan Pengawas dilakukan secara tertulis oleh Ketua Dewan Pengawas atau oleh Anggota Dewan Pengawas yang ditunjuk oleh Ketua Dewan Pengawas dan disampaikan dalam waktu paling lambat 3 (tiga) hari sebelum rapat diadakan atau dalam waktu lebih singkat jika dalam keadaan mendesak, tidak termasuk tanggal panggilan dan tanggal rapat.

Dalam surat panggilan rapat, harus dicantumkan acara, tanggal, waktu, dan tempat rapat.

1. Pembahasan Kinerja Perusahaan bulanan, triwulanan, semesteran, dan tahunan.
2. Evaluasi Manajemen Risiko per periode;
3. Pembahasan Hasil Audit oleh Kantor Akuntan Publik (KAP).
4. Pembahasan Penetapan Kantor Akuntan Publik (KAP).
5. Pembahasan Tindak Lanjut atas Temuan KAP di Tahun Sebelumnya.
6. Pembahasan Rencana Kerja dan Anggaran Perusahaan (RKAP) Tahun 2027.

Meeting Notices

Notices for meetings of the Board of Supervisors shall be issued in writing by the Chairman of the Board of Supervisors or by a member of the Board of Supervisors designated by the Chairman. Such notices shall be delivered no later than three (3) days prior to the meeting date, excluding the date of the notice and the meeting date. In urgent circumstances, the notice may be delivered within a shorter period.

The meeting notice shall specify the agenda, date, time, and venue of the meeting.

1. *Review of the Company's monthly, quarterly, semi-annual, and annual performance.*
2. *Periodic evaluation of the Company's risk management implementation.*
3. *Review of audit results issued by the Public Accounting Firm (KAP).*
4. *Review of the appointment of the Public Accounting Firm (KAP).*
5. *Review of follow-up actions taken in response to audit findings identified by the Public Accounting Firm in the previous year.*
6. *Review of the Company's 2027 Annual Work Plan and Budget (RKAP).*

Program Pengembangan Kompetensi Dewan Pengawas

Dalam rangka meningkatkan wawasan dan memperoleh berbagai informasi terkini demi mendukung pelaksanaan fungsi dan tugasnya, maka Dewan Pengawas Perusahaan perlu mengikuti program pengembangan kompetensi. Program pengembangan kompetensi dimaksud dapat dalam bentuk mengikuti seminar, workshop, maupun training secara online.

Di tahun 2025, Dewan Pengawas telah mengikuti program pengembangan kompetensi sebagai berikut:

Competency Development Program for the Board of Supervisors

To broaden their knowledge and obtain up-to-date insights in support of the effective execution of their functions and responsibilities, members of the Board of Supervisors participate in competency development programs. These programs may take the form of seminars, workshops, and online training programs.

In 2025, the Board of Supervisors participated in the following competency development programs:

Nama *Name*	Posisi di Dewan Pengawas *Position on the Supervisory Board*	Kegiatan Pengembangan Kompetensi *Competency Development Activities*	Tanggal Pelaksanaan *Date of Implementation*
Kelik Wirawan Wahyu Widodo Ketua	Ketua *Chairperson*	Pelatihan Compliance Management Based on ISO 37301 *Training on Compliance Management Based on ISO 37301*	23 – 24 Juni 2025 *Juny 23-24, 2025*
		Pelatihan Compliance Management Based on ISO 37301 *Training on Compliance Management Based on ISO 37301*	12 September 2025 *Seotember 12, 2025*
Fatkhurohman Taufik	Anggota *Member*	Pelatihan Compliance Management Based on ISO 37301 *Training on Compliance Management Based on ISO 37301*	23 – 24 Juni 2025 *Juny 23-24, 2025*
		Pelatihan Analisis Laporan Keuangan *Financial Statement Analysis Training*	12 September 2025 *September 12, 2025*

Program Pengenalan bagi Dewan Pengawas Baru

Program pengenalan atau orientasi tentang Perum Jasa Tirta II diberikan kepada Anggota Dewan Pengawas yang diangkat untuk pertama kalinya. Pelaksanaan program orientasi dilaksanakan oleh Sekretaris Perusahaan. Materi program orientasi antara lain sebagai berikut:

1. Gambaran mengenai Perum Jasa Tirta II termasuk tujuan, sifat dan lingkup kegiatan, kinerja keuangan dan operasi, strategi, rencana usaha jangka pendek dan jangka Panjang, posisi kompetitif, risiko, serta masalah-masalah strategis.
2. Pelaksanaan prinsip-prinsip *Good Corporate Governance* (GCG) di Perum Jasa Tirta II.
3. Penjelasan tentang kewenangan yang didelegasikan, audit internal dan eksternal, sistem dan kebijakan pengendalian internal, serta komite audit.
4. Penjelasan tentang tugas dan tanggung jawab Dewan Pengawas.

Program orientasi dapat dilaksanakan dalam bentuk presentasi, pertemuan, kunjungan ke kantor cabang dan pengkajian dokumen, serta program lainnya sesuai kebijakan Perusahaan.

Di tahun 2025, tidak terdapat pergantian Anggota Dewan Pengawas Perusahaan, sehingga tidak dilaksanakan program pengenalan atau orientasi.

Penilaian Kinerja Komite-komite di bawah Dewan Pengawas

Dewan Pengawas memastikan bahwa organ dibawahnya menjalankan fungsinya secara efektif, relevan dengan kebutuhan Perusahaan, serta sejalan dengan prinsip-prinsip Tata Kelola Perusahaan yang

Orientation Program for Newly Appointed Members of the Board of Supervisors

An orientation program regarding Perum Jasa Tirta II is provided to members of the Board of Supervisors who are appointed for the first time. The orientation program is administered by the Corporate Secretary. The orientation materials include, among others:

1. *An overview of Perum Jasa Tirta II, including its objectives, nature and scope of business activities, financial and operational performance, strategies, short-term and long-term business plans, competitive position, risks, and strategic issues;*
2. *The implementation of Good Corporate Governance (GCG) principles within Perum Jasa Tirta II;*
3. *An explanation of delegated authorities, internal and external audits, internal control systems and policies, and the Audit Committee; and*
4. *An explanation of the duties and responsibilities of the Board of Supervisors.*

The orientation program may be conducted through presentations, meetings, visits to branch offices, document reviews, and other programs in accordance with the Company's policies.

In 2025, there were no changes in the composition of the Board of Supervisors. Accordingly, no orientation program was conducted during the year.

Performance Assessment of Committees under the Board of Supervisors

The Board of Supervisors ensures that the committees under its oversight perform their functions effectively, remain relevant to the Company's needs, and operate in

Baik. Secara berkala, Dewan Pengawas melaksanakan penilaian kinerja komite-komite dibawah Dewan Pengawas. Evaluasi ini dimaksudkan untuk menilai sejauh mana masing-masing komite telah melaksanakan tugas dan tanggung jawabnya sesuai dengan ketentuan yang diatur dalam Pedoman Tata Kelola Perusahaan dan *Board Manual*.

Penilaian kinerja dilakukan berdasarkan sejumlah kriteria seperti target dalam rencana kerja tahunan komite, kualitas pelaksanaan fungsi pengawasan di bidang masing-masing, serta kontribusi strategis komite dalam mendukung pelaksanaan tugas Dewan Pengawas secara keseluruhan.

Penilaian Kinerja Direksi oleh Dewan Pengawas

Dewan Pengawas berupaya memastikan pelaksanaan tugas dan tanggung jawab Direksi selaras dengan tujuan strategis Perusahaan, prinsip Tata Kelola Perusahaan yang baik, serta kepentingan seluruh pemangku kepentingan. Sebagaimana tertuang dalam Anggaran Dasar, Pedoman Tata Kelola Perusahaan, dan *Board Manual*, salah satu pelaksanaan fungsi pengawasan oleh Dewan Pengawas Adalah melaksanakan evaluasi kinerja Direksi secara berkala. Kegiatan evaluasi dilakukan secara triwulanan dan tahunan, dengan melibatkan komite-komite dibawah Dewan Pengawas untuk memastikan obyektivitas dan akuntabilitas proses penilaian.

Evaluasi kinerja Direksi dilaksanakan berdasarkan laporan manajemen yang disampaikan secara berkala, baik bulanan dan triwulanan. Laporan berkala ini dibahas dalam rapat gabungan antara Dewan Pengawas dengan Direksi. Evaluasi tahunan juga dilakukan melalui penilaian atas tingkat pencapaian *Key Performance*

accordance with the principles of Good Corporate Governance. The Board of Supervisors periodically evaluates the performance of these committees to assess the extent to which they have fulfilled their duties and responsibilities in accordance with the Corporate Governance Guidelines and the Board Manual.

The performance assessment is conducted based on several criteria, including the achievement of targets set forth in each committee's annual work plan, the quality of supervisory activities within their respective areas of responsibility, and the committees' strategic contributions in supporting the overall duties and responsibilities of the Board of Supervisors.

Performance Evaluation of the Board of Directors by the Board of Supervisors

The Board of Supervisors seeks to ensure that the duties and responsibilities of the Board of Directors are carried out in alignment with the Company's strategic objectives, the principles of Good Corporate Governance, and the interests of all stakeholders. As stipulated in the Articles of Association, the Corporate Governance Guidelines, and the Board Manual, one of the supervisory functions of the Board of Supervisors is to conduct periodic evaluations of the performance of the Board of Directors. These evaluations are conducted on a quarterly and annual basis, with the involvement of committees under the Board of Supervisors to ensure objectivity and accountability throughout the assessment process.

The performance evaluation of the Board of Directors is based on management reports submitted periodically, including monthly and quarterly reports. These reports are reviewed during joint meetings between the Board of Supervisors and

Indicator (KPI) yang telah ditetapkan, serta penilaian kinerja hasil asesmen implementasi GCG bagian Direksi.

Penilaian Kinerja Dewan Pengawas

Dalam rangka menjalankan komitmen terhadap penerapan prinsip Tata Kelola Perusahaan yang Baik, Dewan Pengawas melakukan penilaian terhadap kinerja secara mandiri (*self-assessment*) di setiap akhir periode tahun buku. Penilaian ini untuk mengevaluasi efektivitas pelaksanaan fungsi pengawasan dan pemberian nasihat yang dilakukan oleh Dewan Pengawas di setiap periode buku.

Evaluasi secara mandiri dilakukan Dewan Pengawas dengan merujuk kepada Anggaran Dasar, Pedoman Tata Kelola Perusahaan, dan *Board Manual*.

Hasil evaluasi ini, selain menjadi bahan refleksi internal bagi Dewan Pengawas, juga digunakan sebagai dasar untuk peningkatan efektivitas fungsi pengawasan serta penguatan peran strategis Dewan Pengawas kedepan.

Pemilik Modal juga melakukan penilaian atas pelaksanaan tugas Dewan Pengawas. Proses penilaian antara lain dilakukan berdasarkan Laporan Pelaksanaan Tugas Pengawasan yang disampaikan Dewan Pengawas kepada Pemilik Modal/Menteri; penerapan prinsip-prinsip *Good Corporate Governance* (GCG) pada lingkup tugas dan peran Dewan Pengawas; tingkat pencapaian *Key Performance Indicators* (KPI) Dewan Pengawas.

Adapun kinerja Dewan Pengawas berdasarkan pencapaian KPI tahun 2025 adalah sebagai berikut:

the Board of Directors. The annual evaluation also includes an assessment of the achievement of established Key Performance Indicators (KPIs) as well as the results of GCG implementation assessments relating to the Board of Directors.

Performance Assessment of the Board of Supervisors

As part of its commitment to implementing Good Corporate Governance principles, the Board of Supervisors conducts a self-assessment at the end of each financial year. This assessment is intended to evaluate the effectiveness of the Board's supervisory and advisory functions during the reporting period.

The self-assessment is conducted with reference to the Company's Articles of Association, Corporate Governance Guidelines, and Board Manual.

In addition to serving as an internal reflection mechanism, the assessment results are used as a basis for enhancing the effectiveness of supervisory functions and strengthening the strategic role of the Board of Supervisors going forward.

The Capital Owner also evaluates the performance of the Board of Supervisors. The evaluation process includes, among others: the Supervisory Report submitted by the Board of Supervisors to the Capital Owner/Minister; the implementation of Good Corporate Governance principles within the scope of the Board of Supervisors' duties and responsibilities; and the achievement of the Board of Supervisors' Key Performance Indicators (KPIs).

No.	Indikator / *Indicator*	Periodik / *Frequency*	Satuan / *Unit*	Bobot / *Weight*	Rencana Output / *Target Output*	Realisasi Output / *Actual Output*	Nilai Capaian / *Achievement Score*
A.	**Aspek Perencanaan / *Planning Aspect***			**10**			**10**
	Menyusun Rencana Kerja dan Anggaran Dewan Pengawas Tahun 2026 / *Preparation of the 2026 Board of Supervisors Work Plan and Budget* *Tahunan / Annual*	Tahunan / *Annual*	Dokumen / *Document*	10	1	1	**10**
B.	**Aspek Pengawasan dan Nasehat / *Supervisory and Advisory Aspect***			**60**			**63,52**
1.	Memberikan tanggapan kepada Pemilik Modal terhadap: / Providing recommendations to the State Capital Owner regarding:						
	a. RKAP Tahun Buku 2026 / 2026 *Corporate Work Plan and Budget (RKAP)*	Tahunan / *Annual*	Surat / *Letter*	4	1	3	4,4
	b. Laporan Tahunan Tahun Buku 2024 / *2024 Annual Report*	Tahunan / *Annual*	Surat / *Letter*	4	1	1	4
	c. Analisis Kinerja Triwulanan Tahun 2025 / *Quarterly Performance Analysis for 2025*	Triwulanan / *Quarterly*	Surat / *Letter*	6	3	3	6
2.	Memberikan Nasihat kepada Direksi / *Providing advice and recommendations to the Board of Directors*	Setahun / *Annual*	Surat/ Risalah / *Letter/ Minutes*	12	12	30	13,2
3.	Rapat Internal Dewan Pengawas / *Internal Meetings of the Board of Supervisors*						
	Jumlah Rapat / *Number of Meetings*	Bulanan / *Monthly*	Kali / *Meeting*	5	12	14	11
	Kehadiran Rapat / *Meeting Attendance*	Bulanan / *Monthly*	%	5	100	100	4
	Penyelesaian Risalah Rapat / *Completion of Meeting Minutes*	Bulanan / *Monthly*	Surat/ Risalah / *Letter/ Minutes*	6	12	12	4
4.	Rapat Komite Audit / *Audit Committee Meetings*	Setahun / *Annual*	Surat/ Risalah / *Letter/ Minutes*		12	16	5,5
5.	Rapat Komite Pemantau Risiko / *Risk Monitoring Committee Meetings*	Setahun / *Annual*	Surat/ Risalah / *Letter/ Minutes*		12	13	5,42
6.	Kunjungan Kerja Dewan Pengawas / *Board of Supervisors Site Visits*	Setahun / *Annual*	Kunjungan / *Visit*		6	6	6

No.	Indikator / *Indicator*	Periodik / *Frequency*	Satuan / *Unit*	Bobot / *Weight*	Rencana Output / *Target Output*	Realisasi Output / *Actual Output*	Nilai Capaian / *Achievement Score*
C.	**Aspek Pelaporan / *Reporting Aspect***			**15**			**15**
1.	Laporan Pengawasan Dewan Pengawas Semesteran Tahun 2025 / *Semester Report of the Board of Supervisors for 2025*	Setahun / *Annual*	Laporan / *Report*	5	1	1	5
2.	Laporan Pengawasan Dewan Pengawas Tahunan Tahun 2024 / *2024 Annual Supervisory Report of the Board of Supervisors*	Semester / *Semester*	Laporan / *Report*	10	1	1	5
D	**Aspek Dinamis / *Dynamic Aspect***	**Tahunan / *Annual***	**Dokumen / *Document***	**15**			**15**
1.	Pengusulan Eksternal Auditor kepada Pemilik Modal / *Proposal for the Appointment of External Auditor to the State Capital Owner*			10	1	1	**10**
	Peningkatan Kompetensi / *Competency Development*	Setahun / *Annual*	Jam / *Hours*	6	20	20	6
	Tanggapan terhadap Tindak Lanjut Temuan SPI/Auditor/ *Assessor GCG / Response to Follow-Up Actions on Findings from SPI/Internal Auditor/External Auditor/GCG Assessor*	Setahun / *Annual*	Surat / *Lette*	4	1	1	4
	Total			**100**			**103,52**

Direksi
Board of Directors

Direksi bertanggung jawab penuh dalam pelaksanaan kepengurusan Perusahaan dan penetapan strategi dan kebijakan di lingkungan Perusahaan serta pelaksanaannya sesuai dengan tujuan usaha Perusahaan. Direksi mengelola Perusahaan sesuai kewenangan dan tanggung jawab sebagaimana diatur dalam Anggaran Dasar dan peraturan perundang-undangan yang berlaku. Direksi terus berupaya mengembangkan Perum Jasa Tirta II menjadi entitas pengelola sumber daya air yang unggul dan terpercaya. Direksi berupaya mendorong terciptanya Perusahaan yang adaptif terhadap perubahan, tangguh dalam menghadapi dinamika usaha, serta memiliki komitmen tinggi terhadap integritas dan etika bisnis. Perum Jasa Tirta diarahkan untuk menjadi pelopor dalam pengelolaan dan pengusahaan sumber daya air di Asia Tenggara pada tahun 2030. Perusahaan juga diharapkan dapat memberikan kontribusi positif bagi masyarakat dan lingkungan sekitar, sejalan dengan upaya meningkatkan kapasitas dan kinerja keberlanjutan.

The Board of Directors is fully responsible for the management of the Company, including the formulation of corporate strategies and policies as well as their implementation in accordance with the Company's business objectives. The Board of Directors manages the Company within the scope of its authority and responsibilities as stipulated in the Articles of Association and applicable laws and regulations. The Board of Directors continuously strives to develop Perum Jasa Tirta II into a leading and trusted water resources management entity. The Board of Directors is committed to fostering an organization that is adaptive to change, resilient in responding to business dynamics, and firmly committed to integrity and business ethics. Perum Jasa Tirta II is directed toward becoming a leading player in water resources management and utilization in Southeast Asia by 2030. The Company is also expected to generate positive contributions to surrounding communities and the environment while continuously enhancing its capacity and sustainability performance.

Pengangkatan dan pemberhentian

Pengangkatan dan pemberhentian Anggota Direksi dilakukan oleh Menteri. Dalam rangka pengangkatan Anggota Direksi, Menteri dapat meminta masukan dari Menteri Teknis.

Kriteria calon Anggota Direksi Perusahaan adalah:

a. Orang perseorangan yang mampu melaksanakan perbuatan hukum dan tidak pernah dinyatakan pailit atau menjadi Anggota Direksi, Komisaris, atau Dewan Pengawas yang dinyatakan bersalah menyebabkan suatu perseroan atau perum dinyatakan pailit atau orang yang tidak pernah dihukum karena melakukan tindak pidana yang

Appointment and dismissal

Members of the Board of Directors are appointed and dismissed by the Minister. In the appointment process, the Minister may seek input from the relevant Technical Minister.

The eligibility criteria for candidates for membership of the Board of Directors are as follows:

a. Individuals who are legally competent and have never been declared bankrupt, have never served as members of a Board of Directors, Board of Commissioners, or Board of Supervisors who were found responsible for causing a company or public corporation to be declared bankrupt, and have never been convicted of a criminal offense merugikan keuangan Negara.

b. Orang perseorangan yang memenuhi kriteria keahlian, integritas, kepemimpinan, pengalaman, jujur, perilaku yang baik, serta memiliki dedikasi yang tinggi untuk memajukan dan mengembangkan perusahaan.

c. Antar Anggota dan antara Anggota Direksi dengan Anggota Dewan Pengawas dilarang memiliki hubungan keluarga sedarah sampai dengan derajat ketiga, baik menurut garis lurus maupun garis ke samping, termasuk hubungan yang timbul karena perkawinan.

d. Anggota Direksi dilarang memangku jabatan rangkap sebagai: (1) Anggota Direksi pada BUMN, BUMD, atau badan usaha milik swasta; (2) Anggota Komisaris atau Dewan Pengawas BUMN; (3) Jabatan struktural dan fungsional lainnya dalam instansi atau lembaga Pemerintah Pusat atau Daerah; (4) Jabatan lainnya sesuai dengan ketentuan peraturan perundang-undangan; (5) Jabatan lain yang dapat menimbulkan benturan kepentingan; (6) Anggota Direksi dilarang menjadi pengurus partai politik, calon anggota legislatif,calon Kepala Daerah, calon Wakil Kepala Daerah, Kepala Daerah, dan/atau Wakil Kepala Daerah.

Jabatan Anggota Direksi berakhir apabila:

a. Meninggal dunia.

b. Masa jabatannya berakhir.

c. Diberhentikan berdasarkan Keputusan Menteri.

d. Tidak lagi memenuhi persyaratan sebagai Anggota Direksi berdasarkan Peraturan Pemerintah dan/atau ketentuan peraturan perundang-undangan lainnya.

resulting in losses to state finances;

b. Individuals who possess the required expertise, integrity, leadership capabilities, experience, honesty, good conduct, and a strong commitment to advancing and developing the Company;

c. Members of the Board of Directors and members of the Board of Supervisors must not have any blood relationship up to the third (3rd) degree, whether in a direct or collateral line, including relationships arising through marriage;

d. d. Members of the Board of Directors are prohibited from holding concurrent positions as: (1) Members of the Board of Directors of State-Owned Enterprises (SOEs), Regional-Owned Enterprises (BUMDs), or private companies; (2) Members of the Board of Commissioners or Board of Supervisors of SOEs; (3) Holders of structural or functional positions within central or regional government institutions; (4) Holders of other positions prohibited under applicable laws and regulations; (5) Holders of positions that may create conflicts of interest; and (6) Political party officials, legislative candidates, members of legislative bodies, regional head candidates, deputy regional head candidates, regional heads, and/or deputy regional heads.

The term of office of a member of the Board of Directors shall end upon:

a. Death.
b. Expirationof the term of office.
c. Dismissal pursuant to a Ministerial Decision
d. Failure to continue meeting the eligibility requirements for membership of the Board of Directors as stipulated under applicable Government Regulations and other prevailing laws and regulations.

Susunan

Per 31 Desember 2025, susunan Direksi Perusahaan adalah sebagai berikut

Composition of the Board of Directors

As of December 31, 2025, the composition of the Company's Board of Directors was as follows:

No.	Nama *Name*	Jabatan *Position*	Periodik	Satuan
1.	Imam Santoso	Direktur Utama / *President Director*	SK-350/MBU/10/2020 tertanggal 27 October 2020 *SK-350/MBU/10/2020 dated 27 October 2020*	Oktober 2020 sampai sekarang / *Serving since 27 October 2020 to present*
		Plt. Direktur Operasi dan Pemeliharaan / *Acting Director of Operations and Maintenance*		Sejak 29 Desember 2021 sampai sekarang / *Serving since 29 December 2021*
2.	Dikdik Permadi Yoffana	Direktur Pengembangan Usaha / *Director of Business Development*	SK 420/MBU/12/2021 tertanggal 29 Desember 2021 tentang Pemberhentian, Pengalihan Tugas, dan Pengangkatan Anggota-anggota Direksi Perusahaan *Decree No. SK-420/MBU/12/2021 dated 29 December 2021 concerning the Dismissal, Reassignment, and Appointment of Members of the Board of Directors*	Sejak 29 Desember 2021 sampai sekarang / *Serving since 29 December 2021*
		Plt. Direktur Keuangan, SDM, Manajemen Risiko / *Acting Director of Finance, Human Resources, and Risk Management*		-

Ketentuan Masa Jabatan Anggota Direksi

Berdasarkan Anggaran Dasar Perusahaan (Peraturan Pemerintah RI No. 25 Tahun 2022, Pasal 25), Anggota Direksi diangkat untuk masa jabatan 5 (lima) tahun dan dapat diangkat kembali untuk 1 (satu) kali masa jabatan berikutnya.

Term of Office of Members of the Board of Directors

Pursuant to the Company's Articles of Association (Government Regulation of the Republic of Indonesia No. 25 of 2022, Article 25), members of the Board of Directors are appointed for a term of five (5) years and may be reappointed for one (1) additional term.

Pedoman dan Tata Kerja

Perum Jasa Tirta II telah menyusun Pedoman Tata Kelola Perusahaan yang antara lain mengatur tentang Direksi,

Board Manual and Rules of Procedure

Perum Jasa Tirta II has established Corporate Governance Guidelines, terakhir diperbarui tahun 2023.

Dokumen ini memberikan landasan normatif bagi pelaksanaan fungsi dan hubungan kerja antar organ perusahaan, dengan mengedepankan prinsip-prinsip akuntabilitas, transparansi, tanggung jawab, independensi, serta kewajaran.

Tugas dan tanggung jawab Direksi

Direksi mengelola Perusahaan sesuai dengan kewenangan dan tanggung jawab sebagaimana diatur dalam Anggaran Dasar yang tertuang dalam Peraturan Pemerintah No. 25 Tahun 2022.

Tugas dan tanggung jawab Direksi Perum Jasa Tirta II meliputi:

1. Bertanggung jawab penuh atas pelaksanaan kepengurusan Perusahaan
2. Mengelola Perusahaan sesuai dengan kewenangan dan tanggung jawab Direksi sebagaimana diatur dalam Anggaran Dasar dan ketentuan peraturan perundang-undangan
3. Salah seorang Anggota Direksi ditunjuk oleh Rapat Direksi sebagai penanggung jawab dalam penerapan dan pemantauan Tata Kelola Perusahaan yang Baik di Perusahaan
4. Menindaklanjuti temuan dan rekomendasi dari: fungsi manajemen risiko, kepatuhan, dan audit intern; temuan auditor eksternal; nasihat dan hasil pengawasan Dewan Pengawas; laporan BPK; laporan BPKP; dan/atau temuan dan rekomendasi lainnya yang wajib ditindaklanjuti Direksi berdasarkan ketentuan peraturan perundang-undangan
5. Mempertanggungjawabkan pelaksanaan tugas kepada Menteri
6. Melaksanakan peraturan dan pengelolaan Perusahaan, serta melakukan tindakan hukum untuk dan atau atas nama Perusahaan dan mewakili Perusahaan di dalam dan di luar pengadilan

which, among other matters, govern the roles and responsibilities of the Board of Directors. The guidelines were most recently updated in 2023.

These guidelines provide a normative framework for the implementation of corporate functions and working relationships among the Company's governing organs, while upholding the principles of accountability, transparency, responsibility, independence, and fairness.

Duties and Responsibilities of the Board of Directors

The Board of Directors manages the Company in accordance with the authorities and responsibilities set forth in the Articles of Association as stipulated in Government Regulation No. 25 of 2022.

The duties and responsibilities of the Board of Directors of Perum Jasa Tirta II include:

1. *Assuming full responsibility for the management of the Company;*
2. *Managing the Company in accordance with the authorities and responsibilities of the Board of Directors as stipulated in the Articles of Association and applicable laws and regulations;*
3. *Designating one (1) member of the Board of Directors, through a Board of Directors Meeting, to be responsible for the implementation and monitoring of Good Corporate Governance within the Company;*
4. *Following up on findings and recommendations issued by: risk management, compliance, and internal audit functions; external auditors; advice and supervisory recommendations from the Board of Supervisors; the Audit Board of Indonesia (BPK); The Financial and Development Supervisory Agency (BPKP); and/or other findings and recommendations that the Board of Directors is required to address under applicable laws and regulations;*

7. Setiap Anggota Direksi bertanggung jawab penuh secara pribadi atas kerugian Perusahaan apabila yang bersangkutan bersalah atau lalai menjalankan tugasnya untuk kepentingan dan usaha Perusahaan
8. Memastikan informasi mengenai Perusahaan diberikan kepada Dewan Pengawas secara tepat waktu dan lengkap
9. Menyiapkan Rencana Jangka Panjang Perusahaan (RJPP) dan Rencana Kerja dan Anggaran Perusahaan (RKAP), serta menyampaikannya ke Dewan Pengawas dan Menteri untuk mendapatkan pengesahan;
10. Membuat laporan tahunan kepada Pemilik Modal sebagai wujud pertanggungjawaban pengurusan Perusahaan dan dokumen keuangan sesuai dengan ketentuan peraturan perundang-undangan;
11. Menyusun laporan keuangan berdasarkan Standar Akuntansi Keuangan dan menyerahkan kepada Akuntan Publik untuk diaudit;
12. Menyampaikan laporan kepada Dewan Pengawas mengenai penetapan Anggota Direksi dan Dewan Komisaris pada anak perusahaan dan/atau Perusahaan patungan;

Berdasarkan Keputusan Direksi Perum Jasa Tirta II No. PRD-03/DIR/03/2025 tertanggal 3 Maret 2025 tentang Struktur Organisasi dan Tata Kerja, berikut pembagian tugas dan wewenang Direksi Perum Jasa Tirta II:

5. *Being accountable to the Minister for the performance of its duties;*
6. *Managing and administering the Company, undertaking legal actions for and on behalf of the Company, and representing the Company both inside and outside the courts of law;*
7. *Bearing full personal responsibility for any losses incurred by the Company if a member of the Board of Directors is proven to have acted negligently or in breach of his or her duties in managing the Company;*
8. *Ensuring that information concerning the Company is provided to the Board of Supervisors in a timely, accurate, and complete manner;*
9. *Preparing the Long-Term Corporate Plan (RJPP) and the Annual Work Plan and Budget (RKAP), and submitting them to the Board of Supervisors and the Minister for approval;*
10. *Preparing and submitting the Annual Report to the Capital Owner as a form of accountability for the management of the Company, as well as preparing financial documents in accordance with applicable laws and regulations;*
11. *Preparing financial statements in accordance with Financial Accounting Standards and submitting them to a Public Accountant for audit; and*
12. *Reporting to the Board of Supervisors regarding the appointment of members of the Board of Directors and Board of Commissioners of subsidiaries and/or joint venture companies.*

Pursuant to Board of Directors Regulation No. PRD-03/DIR/03/2025 dated March 3, 2025 concerning Organizational Structure and Working Procedures, the distribution of duties and authorities among the members of the Board of Directors of Perum Jasa Tirta II is as follows:

Jabatan *Position*	Uraian Tugas dan Wewenang *Duties and Authorities*
Direktur Utama / *President Director*	Melaksanakan kepengurusan Perusahaan yang meliputi pembinaan, Melaksanakan kepengurusan Perusahaan yang meliputi pembinaan, pengawasan, pengendalian di Bidang Keuangan, SDM, Operasi dan Pemeliharaan, Pengembangan Usaha, Kesekretariatan, Pengawasan Intern, Pengendalian Kinerja dan Sistem Manajemen Perusahaan dalam rangka memenuhi maksud dan tujuan Perusahaan. *The President Director has the duty to carry out the management of the Company which includes guidance, supervision, control in the fields of Finance, Human Resources, Operations and Maintenance, Business Development, Secretariat, Internal Control, Performance Control and Company Management System in order to fulfill the purposes and objectives of the Company.* Dalam melaksanakan tugas sebagaimana dimaksud diatas, Direktur Utama mempunyai tugas sebagai berikut *In carrying out the responsibilities referred to above, the President Director has the following duties:* a. Menetapkan kebijakan kepengurusan Perusahaan dalam pengelolaan tugas Keuangan dan Manajemen Risiko; / *Establish the Company's management policies in the Management of Financial and Risk Management tasks;* b. Menetapkan kebijakan kepengurusan Perusahaan dalam pengelolaan tugas operasi dan pemeliharaan; / *Establishing the Company's management policy in the Management of Operation and Maintenance tasks;* c. Menetapkan kebijakan kepengurusan Perusahaan dalam pengelolaan tugas pengembangan usaha yang meliputi kebijakan pengembangan usaha; / *Establishing company management policies in the management of business development tasks which include the following policies: Business Development;* d. Meningkatkan koordinasi dan hubungan kerja dengan Direktur Keuangan, SDM, dan Manajemen Risiko; Direktur Operasi dan Pemeliharaan; dan Direktur Pengembangan Usaha; / I*mprove coordination and working relationships with the Director of Finance, HR and Risk Management, Director of Operations and Maintenance and Director of Business Development;* e. Melakukan pembinaan dan pengendalian tugas Sekretariat Perusahaan, Satuan Pengawasan Intern, Divisi Pengendalian Kinerja dan Sistem Manajemen; / *Conducting coaching and controlling the duties of the Corporate Secretariat, Internal Control Unit, Performance Control Division and Management System;* f. Melakukan pembinaan hubungan dengan instansi pemerintah, swasta dan komunitas masyarakat yang berkaitan dengan tugas Perusahaan; / *Conducting relationship development with government agencies, private sector and community related to the Company's duties;* g. Melakukan penerapan tata kelola perusahaan; dan / *Implementing Good Corporate Governance;* h. Menyampaikan laporan hasil pelaksanaan tugas kepada Pemerintah dalam hal ini Pemilik Modal dan Menteri Teknis / *Submit a report on the results of the implementation of tasks to the Government in this case the Minister and the Technical Minister.* Direktur Utama membina, mengawasi, dan mengendalikan para Direktur dan Unit Kerja sebagai berikut / *The President Director fosters, supervises and controls the following Directors and Work Units:* a. Direktorat Keuangan, SDM, dan Manajemen Risiko / *Directorate of Finance HR and Risk Management;* b. Direktorat Operasi dan Pemeliharaan / *Directorate of Operations and Maintenance;* *c. Direktorat Pengembangan Usaha / Directorate of Business Development;* d. Sekretariat Perusahaan / *Corporate Secretariat;* e. Satuan Pengawasan Intern / *Internal Control Unit;* f. Divisi Pengendalian Kinerja dan Sistem Manajemen / *Performance Control and Management System Division.*

Direktur Keuangan, SDM, Manajemen Risiko / *Director of Finance, HR and Risk Management*	Melaksanakan pembinaan dalam kegiatan merencanakan, menetapkan, mengendalikan, menganalisis dan mengevaluasi serta melaporkan kegiatan perencanaan strategis Perusahaan yang meliputi RJP, RKAP, dan Blue Print Perusahaan serta teknologi informasi komunikasi; keuangan dan akuntansi; sumber daya manusia; umum dan TJSL; inventarisasi, pengendalian aset dan kearsipan; layanan pengadaan; pengelolaan diklat; dan pengembangan ICT untuk memenuhi maksud dan tujuan Perusahaan / *Directing and overseeing the planning, formulation, control, analysis, evaluation, and reporting of the Company's strategic initiatives, including the Long-Term Corporate Plan (RJPP), Annual Work Plan and Budget (RKAP), Corporate Blueprint, and information and communication technology (ICT) development. This responsibility also encompasses finance and accounting, human resources, general affairs and Social and Environmental Responsibility (TJSL), asset inventory and control, records management, procurement services, training and development management, as well as ICT enhancement, in support of achieving the Company's vision, mission, and strategic objectives.* Manajemen Risiko mempunyai fungsi / *In carrying out the responsibilities referred to above, the Director of Finance, Human Resources, and Risk Management has the following functions:* i. Menyusun, membina, memantau dan mengevaluasi kebijakan kepengurusan Perusahaan dalam bidang perencanaan strategis yang meliputi RJP, RKAP, dan Blue Print Perusahaan serta teknologi informasi komunikasi; keuangan dan akuntansi; sumber daya manusia; umum dan TJSL; inventarisasi, pengendalian aset dan kearsipan; layanan pengadaan; pengelolaan diklat; dan pengembangan ICT / *Formulating, developing, monitoring, and evaluating corporate management policies in the areas of strategic planning, including the Long-Term Corporate Plan (RJPP), Annual Work Plan and Budget (RKAP), Corporate Blueprint, and information and communication technology (ICT); finance and accounting; human resources; general affairs and Social and Environmental Responsibility (TJSL); asset inventory, asset control, and records management; procurement services; training and development management; as well as ICT development;* j. Membina, mengendalikan dan mengawasi pengelolaan dalam bidang perencanaan strategi perusahaan yang meliputi RJP, RKAP dan Blue Print Perusahaan serta teknologi informasi komunikasi; keuangan dan akuntansi; sumber daya manusia; umum dan TJSL; inventarisasi, pengendalian aset dan kearsipan; layanan pengadaan; pengelolaan diklat; dan pengembangan ICT / *Providing direction, control, and oversight over management activities in the areas of strategic planning, including the Long-Term Corporate Plan (RJPP), Annual Work Plan and Budget (RKAP), Corporate Blueprint, and information and communication technology (ICT); finance and accounting; human resources; general affairs and Social and Environmental Responsibility (TJSL); asset inventory, asset control, and records management; procurement services; training and development management; as well as ICT development;* k. Meningkatkan koordinasi dan hubungan kerja dengan stakeholders dalam melaksanakan tugas-tugas di bidang perencanaan strategis perusahaan yang meliputi RJP, RKAP dan Blue Print Perusahaan serta teknologi informasi komunikasi; keuangan dan akuntansi; sumber daya manusia; umum dan TJSL; inventarisasi, pengendalian aset dan kearsipan; layanan pengadaan; pengelolaan diklat; dan pengembangan ICT / *Enhancing coordination and fostering effective working relationships with stakeholders in carrying out responsibilities related to strategic corporate planning, including the Long-Term Corporate Plan (RJPP), Annual Work Plan and Budget (RKAP), Corporate Blueprint, and information and communication technology (ICT); finance and accounting; human resources; general affairs and Social and Environmental Responsibility (TJSL); asset inventory, asset control, and records management; procurement services; training and development management; as well as ICT development;* l. Menyampaikan laporan kinerja di bidang perencanaan strategis perusahaan yang meliputi RJP, RKAP dan Blue Print Perusahaan serta teknologi informasi komunikasi; keuangan dan akuntansi; sumber daya manusia; umum dan TJSL; inventarisasi, pengendalian aset dan kearsipan; layanan pengadaan; pengelolaan diklat; dan pengembangan ICT / *Submitting performance reports covering strategic corporate planning activities, including the Long-Term Corporate Plan (RJPP), Annual Work Plan and Budget (RKAP), Corporate Blueprint, and information and communication technology (ICT); finance and accounting; human resources; general affairs and Social and Environmental Responsibility (TJSL); asset inventory, asset control, and records management; procurement services; training and development management; as well as ICT development;* m. Mengkoordinasikan penyusunan Blue Print Perusahaan, Rencana Jangka Panjang Perusahaan (RJPP) dan Rencana Kerja dan Anggaran Perusahaan (RKAP) Direktorat Keuangan, SDM dan Manajemen Risiko / *Coordinating the preparation of the Corporate Blueprint, the Long-Term Corporate Plan (RJPP), and the Annual Work Plan and Budget (RKAP) for the Directorate of Finance, Human Resources, and Risk Management;* n. Mengkoordinasikan ketersediaan Blue Print Perusahaan, Rencana Jangka Panjang Perusahaan (RJPP) dan Rencana Kerja dan Anggaran Perusahaan (RKAP) / *Coordinating the availability and implementation of the Corporate Blueprint, the Long-Term Corporate Plan (RJPP), and the Annual Work Plan and Budget (RKAP) to support the effective execution of the Directorate of Finance, Human Resources, and Risk Management's functions and responsibilities.* Direktur Keuangan dan SDM membina, mengawasi dan mengendalikan Unit Kerja sebagai berikut / *The Director of Finance and Human Resources provides guidance, supervision, and oversight of the following organizational units:* a. Divisi Rencana Strategis dan Teknologi Informasi Komunikasi / *Strategic Planning and Information and Communication Technology Division;* b. Divisi Keuangan dan Akuntansi / *Finance and Accounting Division;* c. Divisi Sumber Daya Manusia / *Human Resources Division;* d. Divisi Umum dan Tanggung Jawab Sosial dan Lingkungan / *General Affairs and Social and Environmental Responsibility Division;* e. Divisi Inventarisasi, Pengendalian Aset dan Kearsipan / *Asset Inventory, Control, and Records Management Division;* f. Unit Layanan Pengadaan; dan / *Procurement Services Unit; and*

Jabatan *Position*	Uraian Tugas dan Wewenang *Duties and Authorities*
Direktur Operasi dan Pemeliharaan / *Director of Operations and Maintenance*	Melaksanakan pembinaan dalam kegiatan merencanakan, menetapkan, mengendalikan, menganalisis dan mengevaluasi serta melaporkan kegiatan perencanaan dan pengendalian operasi dan pemeliharaan sumber daya air dan sumber daya listrik; supervisi teknis; pelaksanaan operasi, pemeliharaan dan perbaikan sarana prasarana SDA; pelaksanaan operasi, pemeliharaan, perbaikan dan pengusahaan sarana prasarana ketenagalistrikan; pengelolaan laboratorium; untuk memenuhi maksud dan tujuan Perusahaan / *Responsible for overseeing and directing the planning, establishment, control, analysis, evaluation, and reporting of activities related to the planning and control of water resources and power resources operations and maintenance; technical supervision; the operation, maintenance, and rehabilitation of water resources infrastructure and facilities; the operation, maintenance, rehabilitation, and commercialization of power infrastructure and facilities; and laboratory management, in support of the Company's objectives and business purposes.* Dalam melaksanakan tugas sebagaimana dimaksud diatas, Direktur Operasi dan Pemeliharaan mempunyai fungsi / *In carrying out the responsibilities referred to above, the Director of Operations and Maintenance performs the following functions:* a. Menyusun, membina, memantau dan mengevaluasi kebijakan kepengurusan Perusahaan dalam bidang perencanaan dan pengendalian operasi dan pemeliharaan sumber daya air dan sumber daya listrik; supervisi teknis; pelaksanaan operasi, pemeliharaan dan perbaikan sarana prasarana SDA; pelaksanaan operasi, pemeliharaan, perbaikan dan pengusahaan sarana prasarana ketenagalistrikan; pengelolaan SPAM Regional 1; pengelolaan laboratorium/ *Formulating, directing, monitoring, and evaluating the Company's management policies in the areas of planning and control of water resources and power resources operations and maintenance; technical supervision; the operation, maintenance, and rehabilitation of water resources infrastructure and facilities; the operation, maintenance, rehabilitation, and commercialization of power infrastructure and facilities; the management of Regional SPAM 1; and laboratory management;* b. Membina, mengendalikan dan mengawasi pengelolaan dalam bidang perencanaan dan pengendalian operasi dan pemeliharaan sumber daya air dan sumber daya listrik; supervisi teknis; pelaksanaan operasi, pemeliharaan dan perbaikan sarana prasarana SDA; pelaksanaan operasi, pemeliharaan, perbaikan dan pengusahaan sarana prasarana ketenagalistrikan; pengelolaan SPAM Regional 1; pengelolaan laboratorium / *Directing, controlling, and supervising management activities in the areas of planning and control of water resources and power resources operations and maintenance; technical supervision; the operation, maintenance, and rehabilitation of water resources infrastructure and facilities; the operation, maintenance, rehabilitation, and commercialization of power infrastructure and facilities; the management of Regional SPAM 1; and laboratory management;* c. Meningkatkan koordinasi dan hubungan kerja dengan stakeholders dalam melaksanakan tugas-tugas di bidang perencanaan dan pengendalian operasi dan pemeliharaan sumber daya air dan sumber daya listrik; supervisi teknis; pelaksanaan operasi, pemeliharaan dan perbaikan sarana prasarana SDA; pelaksanaan operasi, pemeliharaan, perbaikan dan pengusahaan sarana prasarana ketenagalistrikan; pengelolaan SPAM Regional 1; pengelolaan laboratorium / *Enhancing coordination and fostering effective working relationships with stakeholders in carrying out responsibilities related to the planning and control of water resources and power resources operations and maintenance; technical supervision; the operation, maintenance, and rehabilitation of water resources infrastructure and facilities; the operation, maintenance, rehabilitation, and commercialization of power infrastructure and facilities; the management of Regional SPAM 1; and laboratory management;* d. Menyampaikan laporan kinerja di bidang pengelolaan perencanaan dan pengendalian operasi dan pemeliharaan sumber daya air dan sumber daya listrik; supervisi teknis; pelaksanaan operasi, pemeliharaan dan perbaikan sarana prasarana SDA; pelaksanaan operasi, pemeliharaan, perbaikan dan pengusahaan sarana prasarana ketenagalistrikan; pengelolaan SPAM Regional 1; pengelolaan laboratorium / *Submitting performance reports on the management of planning and control of water resources and power resources operations and maintenance; technical supervision; the operation, maintenance, and rehabilitation of water resources infrastructure and facilities; the operation, maintenance, rehabilitation, and commercialization of power infrastructure and facilities; the management of Regional SPAM 1; and laboratory management;* e. Mengkoordinasikan penyusunan Blue Print Perusahaan, Rencana Jangka Panjang Perusahaan (RJPP) dan Rencana Kerja dan Anggaran Perusahaan (RKAP) Direktorat Operasi dan Pemeliharaan / *Coordinating the preparation of the Company's Blueprint, Long-Term Corporate Plan (RJPP), and Corporate Work Plan and Budget (RKAP) for the Directorate of Operations and Maintenance.*

Jabatan *Position*	**Uraian Tugas dan Wewenang** *Duties and Authorities*
	Direktur Operasi dan Pemeliharaan membina, mengawasi dan mengendalikan Unit Kerja sebagai berikut / *The Director of Operations and Maintenance provides direction, supervision, and oversight to the following organizational units:* a. Divisi Operasi dan Pemeliharaan Sumber Daya Air dan Sumber Daya Listrik / *Water Resources and Power Resources Operations and Maintenance Division;* b. Divisi Supervisi Teknis / *Technical Supervision Division;* c. Unit Wilayah I / *Regional Unit I;* d. Unit Wilayah II / *Regional Unit II;* e. Unit Wilayah III / *Regional Unit III;* f. Unit Wilayah IV / *Regional Unit IV;* g. Unit Wilayah V / *Regional Unit V;* h. Unit Wilayah VI / *Regional Unit VI;* i. Unit Wilayah VII / *Regional Unit VII;* j. Unit PLTA / *Hydroelectric Power Plant (PLTA) Unit;* k. Unit Kerja Khusus SPAM Regional Jatiluhur 1 / *Jatiluhur Regional SPAM 1 Special Work Unit;* l. Unit Pengelola Program Manfaat Langsung BJPSDA; dan / *Direct Benefit Program Management Unit for Water Resources Management Service Fees (BJPSDA); and* m. Unit Layanan Laboratorium / *Laboratory Services Unit.*
Direktur Pengembangan Usaha / *Director of Business Development*	Melaksanakan pembinaan dalam kegiatan merencanakan, menetapkan, mengendalikan, menganalisis dan mengevaluasi serta melaporkan kegiatan Pengembangan Usaha; Komersial dan Pelayanan Pelanggan; Pengusahaan Pariwisata dan Hotel untuk memenuhi maksud dan tujuan Perusahaan / *The Director of Business Development has the main task of carrying out guidance in planning, determining, controlling, analyzing and evaluating activities as well as reporting on Business Development activities; Commercial and Customer Service; Tourism and Hotel Business to fulfill the purposes and objectives of the Company.* Dalam melaksanakan tugas sebagaimana dimaksud diatas, Direktur Pengembangan Usaha mempunyai fungsi / *In carrying out the responsibilities referred to above, the Director of Business Development performs the following functions:* a. Menyusun, membina, memantau dan mengevaluasi kebijakan kepengurusan Perusahaan dalam bidang Pengembangan Usaha; Komersial dan Pelayanan Pelanggan; Pengusahaan Pariwisata dan Hotel; Pengembangan SPAM, Pengembangan Pump Storage Power Plant dan EBT Pengembangan Holding AMDK; Pengembangan Wilayah; Pengembangan Infrastruktur Wisata dan Destinasi; Optimalisasi BMN dan Aset Perusahaan; / *Develop, supervising, monitor and evaluate the Company's management policies in the field of Business Development; Commercial and Customer Service, Tourism and Hotel Business; and SPAM development, Pump Storage Power Plant development and EBT development of AMDK holding; Area Development; Tourism and Destination Infrastructure Development; Optimization of BMN and Company Assets;* b. Membina, mengendalikan dan mengawasi pengelolaan dalam bidang Pengembangan Usaha; Komersial dan Pelayanan Pelanggan; Pengusahaan Pariwisata dan Hotel; Pengembangan SPAM, Pengembangan Pump Storage Power Plant dan EBT Pengembangan Holding AMDK; Pengembangan Wilayah; Pengembangan Infrastruktur Wisata dan Destinasi; Optimalisasi BMN dan Aset Perusahaan; / *Fostering, controlling and supervising management in the field of Business Development; Commercial and Customer Service, Tourism and Hotel Business; and SPAM development, Pump Storage Power Plant development and EBT; development for AMDK holding; Area Development; Tourism and Destination Infrastructure Development; Optimization of BMN and Company Assets;* c. Meningkatkan koordinasi dan hubungan kerja dengan stakeholders dalam melaksanakan tugas-tugas di bidang Pengembangan Usaha; Komersial dan Pelayanan Pelanggan; Pengusahaan Pariwisata dan Hotel; Pengembangan SPAM, Pengembangan Pump Storage Power Plant dan EBT Pengembangan Holding AMDK; Pengembangan Wilayah; Pengembangan Infrastruktur Wisata dan Destinasi; Optimalisasi BMN dan Aset Perusahaan; / *Improve coordination and work relations with Stakeholders in carrying out tasks in the field of Business Development; Commercial and Customer Service, Tourism and Hotel Business; and SPAM development, Pump Storage Power Plant development and EBT; development for AMDK holding; Area Development; Tourism and Destination Infrastructure Development; Optimization of BMN and Company Assets;* d. Menyampaikan laporan kinerja di bidang Pengembangan Usaha; Komersial dan Pelayanan Pelanggan; Pengusahaan Pariwisata dan Hotel; Pengembangan SPAM, Pengembangan Pump Storage Power Plant dan EBT Pengembangan Holding AMDK; Pengembangan Wilayah; Pengembangan Infrastruktur Wisata dan Destinasi; Optimalisasi BMN dan Aset Perusahaan; / *Submit performance reports in the field of Business Development; Commercial and Customer Service, Tourism and Hotel Business; and SPAM development, Pump Storage Power Plant development and EBT; development for AMDK holding; Area Development; Tourism and Destination Infrastructure Development; Optimization of BMN and Company Assets;* e. Mengkoordinasikan penyusunan Blue Print Perusahaan, Rencana Jangka Panjang Perusahaan (RJPP) dan Rencana Kerja dan Anggaran Perusahaan (RKAP) Direktorat Pengembangan Usaha. / *Coordinate the preparation of the Company's Blueprint, the Company's Long Term Plan (RJPP) and the Corporate Budget Work Plan (RKAP) of the Directorate of Business Development.*

Jabatan *Position*	Uraian Tugas dan Wewenang *Duties and Authorities*
	Direktur Pengembangan Usaha membina, mengawasi dan mengendalikan Unit Kerja sebagai berikut / *The Director of Business Development provides direction, supervision, and oversight to the following organizational units:* *a. Divisi Pengembangan Usaha /* Business Development Division; b. Divisi Komersial dan Pelayanan Pelanggan; dan / *Commercial and Consumer Services Division; and* c. Divisi Usaha Pariwisata dan Hotel / *Tourism and Hotel Business Division.*

Pernyataan Independensi dan Potensi Benturan Kepentingan

Demi menjamin pelaksanaan fungsi pengelolaan yang profesional, berintegritas, transparan, dan bertanggung jawab, Perusahaan senantiasa mendorong Direksi untuk menjaga independensi serta menghindari segala bentuk benturan kepentingan dalam pengambilan keputusan maupun pelaksanaan tugas. Seluruh tindakan Direksi harus demi kepentingan terbaik Perusahaan, dengan mengedepankan prinsip integritas dan etika tata kelola yang baik.

Oleh karenanya, setiap Anggota Direksi Perum Jasa Tirta II wajib menandatangani Pakta Integritas dan menyampaikan kepada Perusahaan terkait kepemilikan saham secara pribadi dan keluarga secara berkala. Masing-masing Anggota Direksi menyampaikan pernyataan independensi yang menyebutkan bahwa:

1. Kami melaksanakan tugas dan kewajiban secara Amanah dan profesional sesuai dengan prinsip-prinsip *Good Corporate Governance* dalam arti akan mengerahkan segala kemampuan dan sumber daya secara maksimal untuk memberikan hasil kerja terbaik bagi Perusahaan.
2. Kami tidak pernah dan tidak akan pernah membuat keputusan dan/atau memberikan perintah yang bertujuan akan memanfaatkan Perusahaan, baik secara langsung maupun tidak langsung, untuk menguntungkan Kami secara pribadi, keluarga dan/atau

Statement of Independence and Potential Conflicts of Interest

To ensure that management functions are carried out professionally, with integrity, transparency, and accountability, the Company continuously encourages the Board of Directors to maintain its independence and avoid any form of conflict of interest in decision-making and the execution of its duties. All actions taken by the Board of Directors must be in the best interests of the Company and guided by the principles of integrity and good corporate governance.

Accordingly, each member of the Board of Directors of Perum Jasa Tirta II is required to sign an Integrity Pact and periodically disclose personal and family share ownership to the Company. Each member of the Board of Directors submits a statement of independence declaring that:

1. *We perform our duties and responsibilities in a trustworthy and professional manner, in accordance with the principles of Good Corporate Governance, by utilizing our capabilities and resources to the fullest extent in order to deliver the best results for the Company;*
2. *We have never and will never make decisions and/or issue instructions intended to utilize the Company, directly or indirectly, for our personal benefit, the benefit of our families, and/or certain groups;*

golongan tertentu.

3. Kami tidak mempunyai jabatan lain pada Badan Usaha lain yang dapat menimbulkan benturan kepentingan secara langsung maupun tidak langsung dengan Perusahaan.
4. Kami menginstruksikan seluruh Karyawan di lingkungan Perum Jasa Tirta II untuk melaksanakan Pakta Integritas secara konsisten dan bertanggung jawab.
5. Kami mengajak pelaku-pelaku usaha yang berkaitan baik secara langsung maupun tidak langsung dengan Perum Jasa Tirta II untuk juga melaksanakan Pakta Integritas.
6. Kami telah membaca, memahami dan bersedia untuk melaksanakan dengan sebaik-baiknya Pedoman Tata Kelola Perusahaan (*Code of Corporate Governance)* dan Pedoman Etika Usaha dan Tata Perilaku (*Code of Conduct*) demi tercapainya Tata Kelola Perusahaan yang Baik.
7. Kami senantiasa melaksanakan pengendalian intern secara berkelanjutan.
8. Pelanggaran atas Pakta Integritas ini membawa konsekuensi sesuai peraturan dan perundangan yang berlaku.

Di tahun 2025, tidak terdapat situasi yang mengindikasikan adanya potensi benturan kepentingan yang dihadapi oleh Anggota Direksi dalam pengambilan keputusannya, serta seluruh Anggota Direksi telah menyatakan independensinya dalam Pakta Integritas yang ditandatangani pada awal pengangkatan dan diperbarui setiap awal tahun.

3. We do not hold any positions in other business entities that may create direct or indirect conflicts of interest with the Company;

4. We instruct all employees of Perum Jasa Tirta II to implement the Integrity Pact consistently and responsibly;

5. We encourage business partners and other parties that have direct or indirect relationships with Perum Jasa Tirta II to also uphold and implement the Integrity Pact;

6. We have read, understood, and are committed to implementing the Corporate Governance Guidelines (Code of Corporate Governance) and the Code of Conduct to support the realization of Good Corporate Governance;

7. We continuously implement and strengthen internal controls; and

8. Any violation of this Integrity Pact shall result in consequences in accordance with applicable laws, regulations, and Company policies.

In 2025, there were no circumstances indicating potential conflicts of interest involving members of the Board of Directors in the course of decision-making. Furthermore, all members of the Board of Directors reaffirmed their independence through the Integrity Pact signed upon their appointment and renewed annually at the beginning of each year.

Penandatanganan Pakta Integritas Direksi Tahun 2025
Signing of the 2025 Board of Directors Integrity Pact

Nama *Name*	Jabatan *Position*	Tanggal Tanda Tangan *Signing Date*
Imam Santoso	Direktur Utama / *President Director*	27 Oktober 2020 *October 27, 2020*
Indriani Widiastuti *	Direktur Keuangan, SDM, dan Manajemen Risiko / *Director of Finance, HR and Risk Management*	11 Juni 2020 *Juni 11, 2020*
Anton Mardiyono **	Direktur Operasi dan Pemeliharaan / *Director of Operations and Maintenance*	11 Juni 2020 *Juni 11, 2020*
Dikdik Permadi Yoffana	Direktur Pengembangan Usaha / *Director of Business Development*	29 Desember 2021 *December 29, 2021*

*) Per 11 Juni 2025 berakhir masa tugasnya dan kemudian Plt. Direktur Keuangan, SDM, dan Manajemen Risiko dijabat oleh Sdr. Dikdik Permadi Yoffana / *As of 11 June 2025, his term of office ended, and thereafter Mr. Dikdik Permadi Yoffana was appointed as Acting Director of Finance, Human Resources, and Risk Management*
**) Per 11 Juni 2025 berakhir masa tugasnya dan kemudian Plt. Direktur Operasi dan Pemeliharaan dijabat oleh Sdr. Imam Santoso / *As of 11 June 2025, his term of office ended, and thereafter Mr. Imam Santoso was appointed as Acting Director of Operations and Maintenance.*

Rangkap Jabatan Anggota Direksi

Anggaran Dasar Perusahaan (Peraturan Pemerintah RI No. 25 Tahun 2022 tentang Perusahaan Umum (Perum) Jasa Tirta II; Bab III Anggaran Dasar Perusahaan) dan *Board Manual*, memuat ketentuan mengenai larangan rangkap jabatan, dimana Direksi dilarang memangku rangka jabatan (jabatan rangkap) antara lain sebagai berikut:

1. Anggota Direksi pada badan usaha milik negara lain, badan usaha milik daerah, atau badan usaha milik swasta.
2. Anggota Komisaris atau Dewan Pengawas pada badan usaha milik negara;
3. Jabatan.struktural dan fungsional lainnya dalam instansi atau Lembaga Pemerintah Pusat atau Pemerintah Daerah.
4. jabatan lain yang dapat menimbulkan benturan kepentingan.
5. jabatan lain sesuai dengan ketentuan peraturan perundang-undangan.

Anggota Direksi yang merangkap jabatan lain sebagaimana dimaksud diatas, masa jabatannya sebagai Anggota Direksi berakhir terhitung sejak tanggal terjadinya perangkapan jabatan.

Concurrent Positions Held by Members of the Board of Directors

The Company's Articles of Association (Government Regulation of the Republic of Indonesia No. 25 of 2022 concerning Perum Jasa Tirta II, Chapter III of the Articles of Association) and the Board Manual stipulate restrictions on concurrent positions. Members of the Board of Directors are prohibited from holding concurrent positions as:

1. *Members of the Board of Directors of other State-Owned Enterprises (SOEs), Regional-Owned Enterprises (BUMDs), or private companies;*
2. *Members of the Board of Commissioners or Board of Supervisors of State-Owned Enterprises;*
3. *Holders of structural or functional positions within Central or Regional Government Institutions;*
4. *Holders of positions that may give rise to conflicts of interest; or*
5. *Holders of other positions prohibited under applicable laws and regulations.*

The term of office of a member of the Board of Directors who accepts any

Hubungan Afiliasi dan Kepemilikan Saham Anggota Direksi

Dalam upaya mencegah potensi benturan kepentingan serta menjaga independensi, integritas, transparansi dan akuntabilitas dalam pengambilan keputusan strategis, Perusahaan memastikan hubungan afiliasi yang dimiliki oleh Anggota Direksi. Maksud hubungan afiliasi mencakup hubungan keluarga dan/atau hubungan keuangan yang terjadi antara Anggota Direksi dengan Anggota Dewan Pengawas; Anggota Direksi dengan sesama Anggota Direksi; serta Anggota Direksi dengan Pemilik Modal.

Seluruh Anggota Direksi Perusahaan yang menjabat sepanjang tahun 2025 tidak memiliki hubungan afiliasi di perusahaan lain yang dilarang sesuai dengan ketentuan internal Perusahaan dan peraturan perundang-undangan yang berlaku. Informasi mengenai hubungan afiliasi oleh Anggota Direksi yang menjabat selama periode tahun 2025 adalah sebagai berikut:

concurrent position as referred to above shall automatically terminate as of the date such concurrent position is assumed.

Affiliation Relationships and Share Ownership of Members of the Board of Directors

As part of its efforts to prevent potential conflicts of interest and maintain independence, integrity, transparency, and accountability in strategic decision-making, the Company monitors and evaluates affiliation relationships involving members of the Board of Directors. Affiliation relationships include family and/or financial relationships between: Members of the Board of Directors and members of the Board of Supervisors; Members of the Board of Directors and other members of the Board of Directors; and Members of the Board of Directors and the Capital Owner.

Throughout 2025, none of the members of the Board of Directors had any prohibited affiliation relationships in other entities as defined under the Company's internal policies and applicable laws and regulations. Information regarding affiliation relationships of members of the Board of Directors serving during 2025 is presented as follows:

Nama / *Name*	Jabatan / *Position*	Hubungan Keluarga Dengan / *Family Relationship With*			Hubungan Keuangan Dengan / *Financial Relationship With*		
		Dewan Pengawas / *Board of Supervisors*	Direksi / *Board of Directorsi*	Pemilik Modal / *State Capital Owner*	Dewan Pengawas / *Board of Supervisors*	Direksi / *Board of Directors*	Pemilik Modal / *State Capital Owner*
Imam Santoso	Dewan Pengawas / *Board of Supervisors*	Tidak / *None*	Tidak / *None*	Tidak / *None*	Tidak / *None*	Tidak / *None*	Tidak / *None*
Indriani Widiastuti *	Direktur Keuangan, SDM, dan Manajemen Risiko / *Director of Finance, Human Resources, and Risk Managemen*	Tidak / *None*	Tidak / *None*	Tidak / *None*	Tidak / *None*	Tidak / *None*	Tidak / *None*
Anton Mardiyono **	Direktur Operasi dan Pemeliharaan / *Director of Operations and Maintenance*	Tidak / *None*	Tidak / *None*	Tidak / *None*	Tidak / *None*	Tidak / *None*	Tidak / *None*
Dikdik Permadi Yoffana	Direktur Pengembangan Usaha / *Director of Business Development*	Tidak / *None*	Tidak / *None*	Tidak / *None*	Tidak / *None*	Tidak / *None*	Tidak / *None*

*) Per 11 Juni 2025 berakhir masa tugasnya dan kemudian Plt. Direktur Keuangan, SDM, dan Manajemen Risiko dijabat oleh Sdr. Dikdik Permadi Yoffana / *As of 11 June 2025, her term of office ended, and subsequently the position of Acting Director of Finance, Human Resources, and Risk Management was assumed by Mr. Dikdik Permadi Yoffana.*
**) Per 11 Juni 2025 berakhir masa tugasnya dan kemudian Plt. Direktur Operasi dan Pemeliharaan dijabat oleh Sdr. Imam Santoso / *As of 11 June 2025, his term of office ended, and subsequently the position of Acting Director of Operations and Maintenance was assumed by Mr. Imam Santoso.*

Pelaksanaan tugas dan tanggung jawab

Direksi menjalankan tugas dan tanggung jawab pengelolaan Perusahaan secara konsisten dengan mengacu pada tujuan strategis yang ditetapkan dalam Rencana Jangka Panjang Perusahaan (RJPP). Tujuan strategis tersebut kemudian dijabarkan ke dalam Rencana Kerja dan Anggaran Perusahaan (RKAP) tahunan serta indikator kinerja utama (Key Performance Indicators) sebagai dasar pengukuran pencapaian kinerja. Direksi melaksanakan berbagai program kerja dan inisiatif yang mencakup aspek manajemen organisasi, efisiensi operasional, pengelolaan keuangan, peningkatan kualitas layanan, serta pengembangan produk dan layanan berbasis keberlanjutan. Direksi juga secara aktif mendorong inovasi dan penerapan

Execution of Duties and Responsibilities

The Board of Directors consistently carries out its duties and responsibilities in managing the Company by referring to the strategic objectives set forth in the Long-Term Corporate Plan (RJPP). These strategic objectives are subsequently translated into the Company's annual Work Plan and Budget (RKAP) and Key Performance Indicators (KPIs) as the basis for measuring performance achievement. The Board of Directors implements various work programs and initiatives covering organizational management, operational efficiency, financial management, service quality enhancement, and the development of sustainability-based products and services. The Board of Directors also teknologi guna memperkuat daya saing Perusahaan di tengah dinamika industri yang terus berkembang.

actively promotes innovation and the adoption of technology to strengthen the Company's competitiveness amid the continuously evolving industry landscape.

Direksi juga melakukan monitoring atas pelaksanaan arahan Pemilik Modal dan rekomendasi Dewan Pengawas dalam Rapat Pembahasan Bersama (RPB).

The Board of Directors also monitors the implementation of directives issued by the Capital Owner and recommendations provided by the Board of Supervisors through the Joint Discussion Meeting (RPB).

Rapat Direksi

Meetings of the Board of Directors

Rapat Direksi merupakan forum diskusi dan pengambilan keputusan strategis yang diselenggarakan secara berkala maupun insidental. Berdasarkan Peraturan Pemerintah No. 25 Tahun 2022, Direksi mengadakan rapat paling sedikit 1 (satu) kali dalam sebulan dan dalam rapat tersebut Direksi dapat mengundang Dewan Pengawas. Selain rapat rutin, Direksi juga dapat menyelenggarakan rapat diluar jadwal apabila terdapat hal-hal yang bersifat mendesak dan memerlukan perhatian serta keputusan segera. Rapat dimaksud membahas isu strategis maupun situasi operasional tertentu yang berdampak langsung terhadap keberlangsungan usaha.

Meetings of the Board of Directors serve as forums for discussion and strategic decision-making, conducted on both a regular and ad hoc basis. Pursuant to Government Regulation No. 25 of 2022, the Board of Directors is required to convene meetings at least once (1) each month and may invite members of the Board of Supervisors to attend such meetings. In addition to regular meetings, the Board of Directors may convene meetings outside the established schedule to address urgent matters requiring immediate attention and decision-making. Such meetings discuss strategic issues and operational matters that may directly affect the Company's business continuity.

Selain itu, Direksi juga dapat menyelenggarakan Rapat Konsultasi, yaitu rapat yang dihadiri oleh Direksi serta mengundang Anggota Dewan Pengawas. Forum ini dipergunakan untuk mendiskusikan berbagai aspek operasional, manajerial, maupun pengelolaan keuangan perusahaan, serta membangun sinergi dalam pengawasan dan pengambilan keputusan strategis. Sebagai bagian dari kewajiban pelaporan kepada Dewan Pengawas atas pelaksanaan fungsi pengelolaan perusahaan, Direksi juga berpartisipasi dalam Rapat Dewan Pengawas, yang diselenggarakan untuk mengevaluasi kinerja serta membahas isu-isu utama yang dihadapi Perusahaan.

The Board of Directors may also hold Consultation Meetings attended by members of the Board of Directors and invited members of the Board of Supervisors. These meetings serve as a forum to discuss operational, managerial, and financial management matters, while fostering synergy in oversight and strategic decision-making. As part of its reporting obligations regarding the management of the Company, the Board of Directors also participates in meetings of the Board of Supervisors to review performance and discuss key issues facing the Company.

Direksi melaksanakan tugas dan tanggung jawab serta pengambilan keputusan secara kolegial terkait fungsi pengelolaan

The Board of Directors performs its duties and responsibilities and makes decisions collectively through Internal Meetings of

Perusahaan melalui mekanisme Rapat Internal Direksi. Di tahun 2025, Direksi telah melaksanakan 50 kali Rapat Internal Direksi, 13 kali Rapat dengan Dewan Pengawas, dan 1 kali Rapat Pembahasan Bersama (RPB) dengan Pemilik Modal.

Penyampaian undangan rapat

Panggilan Rapat Direksi, berdasarkan Anggaran Dasar (Peraturan Pemerintah No. 25 Tahun 2022), dilakukan secara tertulis oleh Anggota Direksi yang berhak mewakili Perusahaan dan disampaikan dalam waktu paling lambat 3 (tiga) hari sebelum rapat diadakan atau dalam waktu yang lebih singkat jika dalam keadaan mendesak, tidak termasuk tanggal panggilan dan tanggal rapat.

Dalam surat panggilan rapat, harus dicantumkan acara, tanggal, waktu, dan tempat rapat.

Rencana rapat Direksi Tahun 2026

Rapat Direksi diadakan secara berkala paling sedikit sekali dalam setiap bulan. Penyusunan rencana Rapat Direksi dilakukan sebelum tahun berjalan, dengan menetapkan agenda yang mencakup agenda rutin dan agenda non-rutin. Agenda rutin meliputi pembahasan mengenai kinerja Perusahaan, profil risiko, dan update atas tindak lanjut dari rapat sebelumnya. Agenda non-rutin mencakup topik-topik strategis dan insidental yang tidak termasuk dalam agenda tetap, seperti laporan khusus kepada Direksi, temuan audit, atau progress proyek.

Keputusan atau kewenangan Direksi yang memerlukan persetujuan Dewan Pengawas

Perbuatan-perbuatan Direksi di bawah ini, berdasarkan Anggaran Dasar (Peraturan Pemerintah RI No. 25 Tahun 2022, Pasal 39), harus mendapat persetujuan tertulis terlebih dahulu dari Dewan Pengawas:

the Board of Directors. In 2025, the Board of Directors conducted fifty (50) Internal Meetings, thirteen (13) meetings with the Board of Supervisors, and one (1) Joint Discussion Meeting (RPB) with the Capital Owner.

Meeting Notices

Pursuant to the Company's Articles of Association (Government Regulation No. 25 of 2022), notices of meetings of the Board of Directors shall be issued in writing by a member of the Board of Directors authorized to represent the Company and delivered no later than three (3) days before the meeting date, excluding the date of the notice and the date of the meeting. In urgent circumstances, the notice may be delivered within a shorter period.

The meeting notice shall specify the agenda, date, time, and venue of the meeting.

Board of Directors Meeting Plan for 2026

Meetings of the Board of Directors are held regularly at least once (1) every month. The annual meeting plan is prepared prior to the commencement of the financial year and includes both recurring and non-recurring agenda items. Recurring agenda items include discussions on corporate performance, risk profile reviews, and updates on the implementation of follow-up actions arising from previous meetings. Non-recurring agenda items include strategic and incidental matters outside the regular agenda, such as special reports to the Board of Directors, audit findings, and project progress updates.

Decisions or Authorities of the Board of Directors Requiring Approval from the Board of Supervisors

Pursuant to Article 39 of the Company's

1. Mengagunkan aktiva/aset tetap untuk mendapatkan kredit jangka pendek;
2. Mengadakan kerja sama dengan badan usaha atau pihak lain berupa kerja sama lisensi, kontrak manajemen, menyewakan aktiva/aset, Kerja Sama Operasi (KSO), Bangun Guna Serah (Build Operate Transfer/BOT), Bangun Milik Serah (Build Own Transfer)/BowT), Bangun Serah Guna (Build Transfer Operate)/BTO, dan kerja sama lainnya dengan nilai atau jangka waktu tertentu yang ditetapkan oleh Menteri;
3. Menerima atau memberikan pinjaman jangka menengah atau jangka panjang, kecuali pinjaman yang timbul karena transaksi bisnis dan pinjaman yang diberikan kepada anak Perusahaan, dengan ketentuan pinjaman kepada anak Perusahaan dilaporkan kepada Dewan Pengawas;
4. Menghapuskan dari pembukuan piutang macet dan persediaan barang mati;
5. Melepaskan aktiva/aset tetap bergerak dengan umur ekonomis yang lazim berlaku dalam industri pada umumnya sampai dengan 5 (lima) tahun; dan/atau
6. Menetapkan struktur organisasi 1 (satu) tingkat di bawah Direksi.

Di tahun 2025, keputusan atau kewenangan Direksi yang memerlukan persetujuan Dewan Pengawas sesuai Anggaran Dasar Perusahaan adalah sebagai berikut:

1. 24 Februari 2025; Persetujuan *Key Performance Indicators* (KPI) Direksi secara Individual Tahun 2025;
2. 27 Februari 2025; Persetujuan Revisi Keputusan Bersama tentang Pedoman Manajemen Risiko Perum Jasa Tirta II;
3. 27 Februari 2025; Persetujuan Calon Pejabat Sekretaris Perusahaan Perum Jasa Tirta II;
4. 21 Maret 2025; Persetujuan Perubahan

Articles of Association (Government Regulation No. 25 of 2022), the following actions of the Board of Directors require prior written approval from the Board of Supervisors:

1. *Pledging fixed assets as collateral for short-term financing facilities;*
2. *Entering into cooperation arrangements with business entities or other parties, including licensing agreements, management contracts, asset leasing arrangements, Joint Operations (JO), Build-Operate-Transfer (BOT), Build-Own-Transfer (BOWT), Build-Transfer-Operate (BTO), and other forms of cooperation with values or terms specified by the Minister;*
3. *Receiving or providing medium-term or long-term loans, except for loans arising from ordinary business transactions and loans granted to subsidiaries, provided that such loans are reported to the Board of Supervisors;*
4. *Writing off uncollectible receivables and obsolete inventories;*
5. *Disposing of movable fixed assets with an economic life generally recognized within the industry of up to five (5) years; and/or*
6. *Establishing the organizational structure one (1) level below the Board of Directors.*

In 2025, the following decisions and authorities of the Board of Directors required approval from the Board of Supervisors pursuant to the Company's Articles of Association:

1. *February 24, 2025 – Approval of the 2025 Individual Key Performance Indicators (KPIs) of the Board of Directors;*
2. *February 27, 2025 – Approval of the revision to the Joint Decree concerning the Risk Management Guidelines of Perum Jasa Tirta II;*
3. *February 27, 2025 – Approval of the*

Key Performance Indicators (KPI) Direksi secara Individual Tahun 2025;

5. 21 April 2025; Persetujuan Perubahan Keputusan Bersama tentang Pedoman Tata Kelola Teknologi Informasi (TI) Perum Jasa Tirta II;
6. 19 Juni 2025; Persetujuan Keputusan Bersama Dewan Pengawas dan Direksi Perum Jasa Tirta II tentang *Contingency Plan*;
7. 12 September 2025; Persetujuan Peraturan Direksi PJT II tentang Pedoman Kerja Sama Bernilai Komersial dengan Mitra di Lingkungan PJT II;
8. 18 September 2025; Persetujuan Kepala Satuan Pengawasan Intern PJT II.

Keputusan atau Kewenangan Direksi yang Memerlukan Persetujuan Pemilik Modal Setelah Mendapatkan Tanggapan Tertulis dari Dewan Pengawas

Direksi Perum Jasa Tirta II hanya dapat melakukan perbuatan-perbuatan setelah mendapat tanggapan tertulis dari Dewan Pengawas dan persetujuan tertulis Menteri (Peraturan Pemerintah RI No. 25 Tahun 2022, Pasal 40) untuk tindak-tindakan sebagai berikut:

1. Mengagunkan aktiva/aset tetap untuk mendapatkan kredit jangka menengah atau jangka panjang;
2. Melakukan penyertaan modal pada perusahaan lain;
3. Mendirikan anak perusahaan dan/atau perusahaan patungan;
4. Melepaskan penyertaan modal pada anak perusahaan dan/atau perusahaan patungan;
5. Melakukan penggabungan, peleburan, pengambilalihan, pemisahan, dan

nominee for Corporate Secretary of Perum Jasa Tirta II;

4. *March 21, 2025 – Approval of amendments to the 2025 Individual Key Performance Indicators (KPIs) of the Board of Directors;*
5. *April 21, 2025 – Approval of amendments to the Joint Decree concerning the Information Technology (IT) Governance Guidelines of Perum Jasa Tirta II;*
6. *June 19, 2025 – Approval of the Joint Decree of the Board of Supervisors and the Board of Directors concerning the Contingency Plan;*
7. *September 12, 2025 – Approval of the Board of Directors Regulation concerning Guidelines for Commercial Cooperation with Partners within PJT II; and*
8. *September 18, 2025 – Approval of the Head of Internal Audit of PJT II.*

Decisions or Authorities of the Board of Directors Requiring Approval from the Capital Owner Following Written Recommendation from the Board of Supervisors

Pursuant to Article 40 of Government Regulation No. 25 of 2022, the Board of Directors of Perum Jasa Tirta II may only undertake the following actions after obtaining a written recommendation from the Board of Supervisors and written approval from the Minister:

1. *Pledging fixed assets as collateral for medium-term or long-term financing facilities;*
2. *Making equity investments in other companies;*
3. *Establishing subsidiaries and/or joint venture companies;*
4. *Divesting equity participation in subsidiaries and/or joint venture*

pembubaran anak perusahaan dan/atau perusahaan patungan;

6. Mengikat Perusahaan sebagai penjamin (borg atau avalist);
7. Mengadakan kerja sama dengan badan usaha atau pihak lain berupa kerja sama lisensi, kontrak manajemen, menyewakan aktiva/aset, Kerja Sama Operasi (KSO), Bangun Guna Serah (Build Operate Transfer/BOT), Bangun Milik Serah (*Build Own Transfer)/BowT*), Bangun Serah Guna (Build Transfer Operate)/BTO, dan kerja sama lainnya dengan nilai atau jangka waktu melebihi yang ditetapkan oleh Menteri;
8. Tidak menagih lagi piutang macet yang telah dihapusbukukan;
9. Melepaskan dan menghapuskan aktiva/aset tetap Perusahaan, kecuali aktiva/aset tetap bergerak dengan umur ekonomis yang lazim berlaku dalam industri pada umumnya sampai dengan 5 (lima) tahun;
10. Menetapkan cetak biru organisasi Perusahaan;
11. Menetapkan dan mengubah logo Perusahaan;
12. Melakukan tindakan lain dan tindakan-tindakan yang wajib mendapat persetujuan tertulis dari Dewan Pengawas yang belum ditetapkan dalam Rencana Kerja dan Anggaran Perusahaan;
13. Membentuk yayasan, organisasi, dan/atau perkumpulan, baik yang berkaitan langsung maupun tidak langsung dengan Perusahaan yang dapat berdampak bagi Perusahaan;
14. Pembebanan biaya Perusahaan yang bersifat tetap dan rutin untuk yayasan, organisasi, dan/atau perkumpulan baik yang berkaitan langsung maupun tidak langsung dengan Perusahaan; dan/atau

companies;

5. *Undertaking mergers, consolidations, acquisitions, spin-offs, and dissolutions of subsidiaries and/or joint venture companies;*
6. *Binding the Company as a guarantor (borg or avalist);*
7. *Entering into cooperation arrangements with business entities or other parties, including licensing agreements, management contracts, asset leasing arrangements, Joint Operations (JO), Build-Operate-Transfer (BOT), Build-Own-Transfer (BOWT), Build-Transfer-Operate (BTO), and other forms of cooperation with values or terms exceeding those stipulated by the Minister;*
8. *Waiving the collection of receivables that have previously been written off;*
9. *Disposing of and writing off the Company's fixed assets, except for movable fixed assets with an economic life generally recognized within the industry of up to five (5) years;*
10. *Establishing the Company's organizational blueprint;*
11. *Establishing and amending the Company's logo;*
12. *Undertaking other actions requiring written approval from the Board of Supervisors that have not been stipulated in the Company's Annual Work Plan and Budget (RKAP);*
13. *Establishing foundations, organizations, and/or associations, whether directly or indirectly related to the Company, that may have an impact on the Company;*
14. *Incurring fixed and recurring Company expenses for foundations, organizations, and/or associations, whether directly or indirectly related to the Company; and/or*

15. Pengusulan wakil dari Perusahaan untuk menjadi calon Anggota Direksi dan/atau Komisaris pada Perusahaan patungan dan/atau anak Perusahaan, kecuali Perusahaan patungan dan/atau anak Perusahaan yang tidak memberikan kontribusi signifikan kepada Perusahaan dan/atau bernilai strategis yang ditetapkan Menteri.

15. Nominating Company representatives as candidates for the Board of Directors and/or Board of Commissioners of joint venture companies and/or subsidiaries, except for joint venture companies and/or subsidiaries that do not make significant contributions to the Company and/or are not classified as strategic entities by the Minister.

Program Pengembangan Kompetensi Direksi

Pelaksanaan program pengembangan kompetensi atau peningkatan kapabilitas Direksi mengacu kepada Pedoman Tata Kelola Perusahaan. Program peningkatan kapabilitas Direksi diselenggarakan dalam rangka memperbaharui informasi tentang perkembangan terkini dari aktivitas bisnis Perusahaan dan pengetahuan-pengetahuan lain yang terkait dengan pelaksanaan tugasnya. Program peningkatan kapabilitas juga dimaksudkan untuk meningkatkan efektivitas kerja Direksi dan dimasukan dalam Rencana Kerja dan Anggaran Perusahaan (RKAP).

Di tahun 2025, Anggota Direksi telah mengikuti kegiatan program pengembangan kompetensi sebagai berikut:

1. *Risk Appetite* Statement: Establishment, Implementation, and Evaluation.
2. SAK for Executive.
3. Strategic Investment Class MCU x Divisi ITB Group.
4. Analisis Laporan Keuangan.
5. Pertemuan Ilmiah Tahunan ke-42 Himpunan Ahli Teknik Hidraulik Indonesia.
6. *Risk Governance Master Class.*
7. Risk Beyond International Conference.
8. Navigating Strategic Risk in Decision-Making Process.

Competency Development Program for the Board of Directors

The implementation of competency development and capability enhancement programs for the Board of Directors refers to the Company's Corporate Governance Guidelines. These programs are designed to provide updates on the latest developments relevant to the Company's business activities and other knowledge necessary for the effective performance of directors' duties and responsibilities. In addition, competency development initiatives are intended to enhance the effectiveness of the Board of Directors and are incorporated into the Company's Annual Work Plan and Budget (RKAP).

In 2025, members of the Board of Directors participated in the following competency development programs:

1. *Risk Appetite Statement: Establishment, Implementation, and Evaluation;*
2. *SAK for Executive;*
3. *Strategic Investment Class MCU x ITB Group Division;*
4. *Financial Statement Analysis;*
5. *The 42nd Annual Scientific Meeting of the Indonesian Hydraulic Engineering Association;*
6. *Risk Governance Master Class;*
7. *Risk Beyond International Conference; and*
8. *Navigating Strategic Risk in Decision-Making Process.*

Program Pengenalan Direksi Baru

Program pengenalan atau orientasi tentang Perum Jasa Tirta II diberikan kepada Anggota Direksi yang diangkat untuk pertama kalinya. Pelaksanaan program orientasi dilaksanakan oleh Sekretaris Perusahaan. Materi program orientasi antara lain sebagai berikut:

1. Gambaran mengenai Perum Jasa Tirta II termasuk tujuan, sifat dan lingkup kegiatan, kinerja keuangan dan operasi, strategi, rencana usaha jangka pendek dan jangka Panjang, posisi kompetitif, risiko, serta masalah-masalah strategis.
2. Pelaksanaan prinsip-prinsip *Good Corporate Governance* (GCG) di Perum Jasa Tirta II.
3. Penjelasan tentang kewenangan yang didelegasikan, audit internal dan eksternal, sistem dan kebijakan pengendalian internal, serta komite audit.
4. Penjelasan tentang tugas dan tanggung jawab Direksi.

Program orientasi dapat dilaksanakan dalam bentuk presentasi, pertemuan, kunjungan ke kantor cabang dan pengkajian dokumen, serta program lainnya sesuai kebijakan Perusahaan.

Di tahun 2025, tidak terdapat pergantian Anggota Direksi Perusahaan, sehingga tidak dilaksanakan program pengenalan atau orientasi.

Orientation Program for Newly Appointed Directors

An orientation program on Perum Jasa Tirta II is provided to members of the Board of Directors upon their first appointment. The orientation program is administered by the Corporate Secretary and covers, among other topics:

1. *An overview of Perum Jasa Tirta II, including its objectives, nature and scope of business activities, financial and operational performance, strategies, short-term and long-term business plans, competitive position, risks, and strategic issues;*
2. *The implementation of Good Corporate Governance (GCG) principles within Perum Jasa Tirta II;*
3. *Delegated authorities, internal and external audit functions, internal control systems and policies, and the Audit Committee; and*
4. *The duties and responsibilities of the Board of Directors.*

The orientation program may be conducted through presentations, meetings, visits to branch offices, document reviews, and other activities in accordance with Company policy.

As there were no changes in the composition of the Board of Directors during 2025, no orientation program was conducted during the year.

Penilaian Kinerja Komite dan Unit Kerja atau Organ Pendukung Tata Kelola dan Pengendalian Internal di Bawah Direksi

Berdasarkan skala bisnis yang dijalankan, struktur organisasi Perum Jasa Tirta II saat ini dinilai telah memadai dalam mendukung efektivitas pelaksanaan fungsi dan tugas Direksi. Oleh karenanya, Perusahaan belum membentuk komite dibawah Direksi hingga tahun 2025 dan

Performance Assessment of Committees, Work Units, and Governance and Internal Control Supporting Functions under the Board of Directors

Considering the scale of its business operations, the organizational structure of Perum Jasa Tirta II is currently deemed adequate to support the effective execution of the duties and responsibilities tidak terdapat informasi mengenai profil, pelaksanaan tugas, maupun evaluasi kinerja komite dibawah Direksi di periode tahun pelaporan. Namun demikian, demi mendukung pelaksanaan prinsip-prinsip tata kelola perusahaan yang baik dan pengendalian internal, Perusahaan telah memiliki sejumlah organ pendukung yang menjalankan fungsi strategis dalam operasionalnya. Organ-organ tersebut antara lain Sekretaris Perusahaan, Satuan Pengawasan Intern, Divisi Pengendalian Kinerja & Sistem Manajemen, dan Unit Kerja lainnya.

Setiap organ pendukung tersebut telah melaksanakan tugas dan tanggung jawabnya dan mengacu kepada indikator kinerja utama (*Key Performance Indicator*) yang telah ditetapkan dan disepakati bersama sebagai tolak ukur pencapaian kinerja tahunan. Penilaian atas efektivitas dan pencapaian kinerja organ pendukung dilakukan secara berkala oleh Direktur Utama, menggunakan parameter penilaian berdasarkan tingkat kelengkapan dan pelaksanaan tugas masing-masing. Evaluasi ini bertujuan untuk memastikan bahwa seluruh organ pendukung berfungsi secara optimal dalam mendukung pengelolaan Perusahaan yang profesional, transparan, dan akuntabel.

Penilaian kinerja Direksi

Direksi secara berkala melakukan evaluasi atas pencapaian target sebagai bentuk penilaian kinerja secara mandiri (*self-assessment*), sebagai bagian dari upaya mendorong efektivitas pelaksanaan tugas dan tanggung jawabnya. Penilaian dilakukan secara menyeluruh pada akhir tahun buku, diantaranya mengacu kepada Anggaran Dasar Perusahaan dan Pedoman Tata Kelola Perusahaan. Evaluasi dilakukan secara individual maupun kolegial, berdasarkan kriteria pencapaian atas KPI dan realisasi RKAP.

of the Board of Directors. Accordingly, the Company had not established any committees under the Board of Directors as of 2025, and therefore no information is available regarding the profiles, activities, or performance evaluations of such committees during the reporting period. Nevertheless, to support the implementation of Good Corporate Governance principles and an effective internal control system, the Company has established several supporting functions that perform strategic roles within its operations. These include the Corporate Secretary, Internal Audit Unit, Performance Management & Management System Division, and other operational units.

Each supporting function performs its duties and responsibilities based on Key Performance Indicators (KPIs) that have been established and mutually agreed upon as annual performance benchmarks. Assessments of the effectiveness and performance achievements of these supporting functions are conducted periodically by the President Director, based on parameters related to the completeness and execution of their respective duties. This evaluation process is intended to ensure that all supporting functions operate optimally in promoting professional, transparent, and accountable corporate management.

Performance Assessment of the Board of Directors

The Board of Directors periodically evaluates the achievement of its targets through a self-assessment process as part of its efforts to enhance the effectiveness of its duties and responsibilities. The assessment is conducted comprehensively at the end of each financial year, with reference to the Company's Articles of Association and Corporate Governance Guidelines. The evaluation is performed both individually and collectively, based on KPI achievement and the realization of the Annual Work Plan and Budget (RKAP). The results are compiled into a performance

Hasil penilaian ini disusun dalam bentuk laporan kinerja sebagai pelaporan kepada Dewan Pengawas. Selain itu, Direksi secara berkala menyampaikan laporan manajemen, yang mencakup pencapaian program kerja berdasarkan RKAP, serta realisasi KPI Korporat maupun KPI Individu setiap Anggota Direksi.

Kinerja Direksi juga dievaluasi setiap tahun oleh Menteri BUMN dalam Rapat Pembahasan Bersama. Dewan Pengawas membuat sistem untuk menilai kinerja Direksi untuk diusulkan kepada Menteri BUMN dan disahkan dalam Rapat Pembahasan Bersama.

Hasil evaluasi terhadap kinerja Direksi merupakan bagian yang tidak terpisahkan dalam skema kompensasi dan pemberian insentif. Hasil evaluasi kinerja ini merupakan salah satu dasar pertimbangan bagi Menteri BUMN untuk pemberhentian dan/atau menunjuk kembali Anggota Direksi yang bersangkutan.

Kinerja Direksi dievaluasi berdasarkan kriteria-kriteria sebagai berikut:

- Kepemimpinan, dengan mengacu kepada pencapaian kinerja Perusahaan, seperti kinerja keuangan, kinerja operasional, serta kinerja administrasi;
- Manajerial, dengan mengacu kepada kesiapannya dalam menyongsong masa depan dan berbagai risiko yang dihadapi Perusahaan;
- Hubungan/komunikasi yang terjalin dengan Organ Perusahaan serta Karyawan;
- Kecukupan struktur dan komposisi Direksi;
- Ketaatan terhadap peraturan perundang-undangan yang berlaku serta kebijakan Perusahaan;
- Pemahaman terhadap peraturan Perusahaan dan tugasnya sebagai Anggota Direksi;

report and submitted to the Board of Supervisors. In addition, the Board of Directors regularly submits management reports covering the implementation of work programs under the RKAP, as well as the achievement of Corporate KPIs and Individual KPIs for each member of the Board of Directors.

The performance of the Board of Directors is also evaluated annually by the Minister of State-Owned Enterprises through the Joint Discussion Meeting (RPB). The Board of Supervisors develops the performance assessment framework for the Board of Directors, which is subsequently proposed to and approved by the Minister through the RPB mechanism.

The results of the performance evaluation form an integral part of the Company's compensation and incentive scheme. They also serve as one of the considerations for the Minister of State-Owned Enterprises in determining the dismissal and/or reappointment of members of the Board of Directors.

The performance of the Board of Directors is evaluated based on the following criteria:

- *Leadership, as reflected in the Company's financial, operational, and administrative performance achievements;*
- *Managerial capability, including preparedness for future challenges and the risks faced by the Company;*
- *Relationships and communication with the Company's governing organs and employees;*
- *Adequacy of the structure and composition of the Board of Directors;*
- *Compliance with applicable laws, regulations, and Company policies;*
- *Understanding of Company regulations and duties as a member of the Board of Directors;*

- Tingkat kehadiran dan kontribusinya dalam Rapat Direksi maupun rapat-rapat lain yang menuntut kehadiran Direksi;
- Pelaksanaan terhadap hal-hal yang menjadi tugas dan kewajiban Anggota Direksi;
- Komitmen masing-masing Anggota Direksi dalam memajukan kepentingan Perusahaan.

- *Attendance and contributions in Board of Directors meetings and other meetings requiring directors' participation;*
- *Fulfillment of the duties and obligations of each member of the Board of Directors; and*
- *Commitment of each member of the Board of Directors to advancing the interests of the Company.*

Adapun capaian KPI Direksi secara kolegial di tahun 2025 sebesar 100,42%, dengan rincian sebagai berikut:

In 2025, the collective KPI achievement of the Board of Directors reached 100.42%, with details presented as follows:

No.	Perspektif *Perspective*	Pencapaian *Achievement*
1.	Nilai Ekonomi dan Sosial / *Economic and Social Value*	Bobot 65,94 dari yang ditetapkan sebesar 62,00, meliputi 7 indikator / *Achievement score of 65.94, exceeding the established target of 62.00, comprising 7 indicators.*
2.	Inovasi Model Bisnis / *Business Model Innovation*	Bobot 14,65 dari yang ditetapkan sebesar 15,00, meliputi 3 indikator / *Achievement score of 14.65 against the established target of 15.00, comprising 3 indicators*
3.	Kepemimpinan Teknologi / *Technology Leadership*	Bobot 7,00 dari yang ditetapkan sebesar 7,00, meliputi 1 indikator / *Achievement score of 7.00, in line with the established target of 7.00, comprising 1 indicator*
4.	Peningkatan Investasi / *Investment Growth*	Bobot 6,84 dari yang ditetapkan sebesar 8,00, meliputi 2 indikator / *Achievement score of 6.84 against the established target of 8.00, comprising 2 indicators*
5.	Pengembangan Talenta / *Talent Development*	Bobot 6,00 dari yang ditetapkan sebesar 8,00, meliputi 1 indikator / *Achievement score of 6.00 against the established target of 8.00, comprising 1 indicator*

Transparansi Informasi Tentang Dewan Pengawas dan Direksi

Hubungan kerja yang baik antara Dewan Pengawas dengan Direksi merupakan suatu hal yang sangat penting, agar masing-masing Organ Perusahaan dapat bekerja sesuai fungsinya dengan efektif dan efisien. Berdasarkan Piagam Dewan Pengawas dan Direksi (*Board Manual*), dalam menjaga hubungan kerja yang baik antara Dewan Pengawas dengan Direksi menerapkan prinsip-prinsip sebagai berikut:

1. Dewan Pengawas menghormati fungsi dan peranan Direksi dalam mengurus Perusahaan sebagaimana diatur dalam peraturan yang berlaku maupun

Transparency of Information on the Board of Supervisors and the Board of Directors

A constructive working relationship between the Board of Supervisors and the Board of Directors is essential to ensure that each governing body performs its respective functions effectively and efficiently. Pursuant to the Board Manual, the working relationship between the Board of Supervisors and the Board of Directors is governed by the following principles:

1. *The Board of Supervisors respects the functions and roles of the Board of Directors in managing the Company, as stipulated by applicable regulations*

Anggaran Dasar.

2. Direksi menghormati fungsi dan peranan Dewan Pengawas untuk melakukan pengawasan dan pemberian nasihat terhadap kebijakan pengurusan Perusahaan.
3. Korespondensi antara Dewan Pengawas dengan Direksi mengandung penjelasan maksud dan tujuan atas surat tersebut.
4. Setiap hubungan kerja antara Dewan Pengawas dengan Direksi merupakan hubungan yang bersifat formal, dalam artian harus senantiasa dilandasi suatu mekanisme baku atau korespondensi yang dapat dipertanggungjawabkan.
5. Setiap hubungan kerja yang bersifat informal dapat dilakukan oleh masing-masing Anggota Dewan Pengawas dan Anggota Direksi, namun tidak dapat dipakai sebagai kebijakan formal sebelum melalui mekanisme atau korespondensi yang dapat dipertanggungjawabkan.
6. Setiap hubungan kerja antara Dewan Pengawas dengan Direksi merupakan hubungan kelembagaan, dalam artian bahwa Dewan Pengawas dan Direksi sebagai jabatan kolektif yang merepresentasikan keseluruhan anggotanya sehingga setiap hubungan kerja antara Anggota Dewan Pengawas dengan salah seorang Anggota Direksi harus diketahui oleh Anggota Dewan Komisaris dan Anggota Direksi lainnya.

Nominasi Dewan Pengawas dan Direksi

Dasar pengangkatan Anggota Dewan Pengawas dan Anggota Direksi Perum Jasa Tirta II adalah:

1. Undang-Undang No. 40 Tahun 2007 tentang Perseroan Terbatas.
2. Undang-Undang No. 19 Tahun 2003 tentang BUMN, termasuk penjelasannya.
3. Anggaran Dasar Perusahaan.

and the Articles of Association;

2. *The Board of Directors respects the functions and roles of the Board of Supervisors in supervising and providing advice regarding the management policies of the Company;*
3. *Correspondence between the Board of Supervisors and the Board of Directors shall clearly state the purpose and objectives of such communication;*
4. *All working relationships between the Board of Supervisors and the Board of Directors shall be formal in nature and supported by established mechanisms or accountable correspondence;*
5. *Informal interactions may occur between individual members of the Board of Supervisors and the Board of Directors; however, such interactions shall not constitute formal Company policy unless processed through accountable mechanisms or formal correspondence; and*
6. *All working relationships between the Board of Supervisors and the Board of Directors are institutional in nature, meaning that both bodies act collectively on behalf of their respective members. Accordingly, any interaction between a member of the Board of Supervisors and an individual member of the Board of Directors shall be known to the other members of both governing bodies.*

Nomination of Members of the Board of Supervisors and the Board of Directors

The appointment of members of the Board of Supervisors and the Board of Directors of Perum Jasa Tirta II is based on the following regulations:

1. *Law No. 40 of 2007 concerning Limited Liability Companies;*
2. *Law No. 19 of 2003 concerning State-Owned Enterprises, including its elucidation;*
3. *The Company's Articles of Association; and*

4. Peraturan Menteri BUMN No. PER-03/MBU/03/2023 tentang Organ dan Sumber Daya Manusia Badan Usaha Milik Negara.

Pengangkatan dan pemberhentian Anggota Dewan Pengawas dan Direksi dilakukan dengan ketentuan sebagai berikut:

Prosedur pengangkatan Direksi mengacu pada Peraturan Menteri Badan Usaha Milik Negara Republik Indonesia No. PER-3/MBU/03/2023 tentang Organ dan Sumber Daya Manusia Badan Usaha Milik Negara, Bab IV Tata Cara Pengangkatan Anggota Direksi dan Dewan Komisaris/Dewan Pengawas Badan Usaha Milik Negara dan Anak Perusahaan, Pasal 38. Sementara tata cara pemberhentian mengacu pada Pasal 66, Peraturan Menteri Badan Usaha Milik Negara Republik Indonesia No. PER-3/MBU/03/2023 tentang Organ dan Sumber Daya Manusia Badan Usaha Milik Negara, Bab IV Tata Cara Pengangkatan Anggota Direksi dan Dewan Komisaris/Dewan Pengawas Badan Usaha Milik Negara dan Anak Perusahaan.

Remunerasi Dewan Pengawas dan Direksi

Remunerasi Dewan Pengawas dan Direksi Perum Jasa Tirta II ditetapkan dengan mengacu pada Peraturan Menteri BUMN No. PER-3/MBU/03/2023 tentang Organ dan Sumber Daya Manusia Badan Usaha Milik Negara dan Keputusan Pemilik Modal.

Proses dan prosedur dalam penetapan remunerasi Dewan Pengawas dan Direksi Perum Jasa Tirta II sebagai berikut:

1. Direksi mengusulkan besaran remunerasi kepada Dewan Pengawas untuk memperoleh rekomendasi.
2. Dewan Pengawas, melalui Komite Nominasi dan Remunerasi, melakukan kajian atas usulan tersebut.

4. Minister of State-Owned Enterprises Regulation No. PER-3/MBU/03/2023 concerning Organs and Human Resources of State-Owned Enterprises.

The appointment and dismissal of members of the Board of Supervisors and the Board of Directors are carried out in accordance with the following provisions:

The appointment procedure for members of the Board of Directors refers to Article 38, Chapter IV (Procedures for the Appointment of Members of the Board of Directors and Board of Commissioners/Board of Supervisors of State-Owned Enterprises and Subsidiaries) of Minister of State-Owned Enterprises Regulation No. PER-3/MBU/03/2023 concerning Organs and Human Resources of State-Owned Enterprises. Meanwhile, the dismissal procedure refers to Article 66 of the same regulation.

Remuneration of the Board of Supervisors and the Board of Directors

The remuneration of the Board of Supervisors and the Board of Directors of Perum Jasa Tirta II is determined in accordance with Minister of State-Owned Enterprises Regulation No. PER-3/MBU/03/2023 concerning Organs and Human Resources of State-Owned Enterprises and decisions of the Capital Owner.

The process and procedures for determining the remuneration of the Board of Supervisors and the Board of Directors are as follows:

1. The Board of Directors proposes the remuneration package to the Board of Supervisors for recommendation.
2. The Board of Supervisors, through the Nomination and Remuneration Committee, reviews the proposal.

3. Berdasarkan rekomendasi dari Dewan Pengawas, Direksi meneruskan usulan remunerasi kepada Pemilik Modal/Menteri untuk mendapatkan pengesahan.
4. Hasil keputusan/pengesahan Pemilik Modal/Menteri menjadi acuan dalam penetapan besaran remunasi bagi Dewan Pengawas dan Direksi.

Kebijakan Pemberian Kompensasi Jangka Panjang Berbasis Kinerja (bila ada)

Perum Jasa Tirta II memiliki kebijakan pemberian kompensasi jangka panjang kepada Dewan Pengawas, Direksi, dan pekerja.

3. Based on the recommendation of the Board of Supervisors, the Board of Directors submits the remuneration proposal to the Capital Owner/Minister for approval.

4. The decision/approval of the Capital Owner/Minister serves as the basis for determining the remuneration of the Board of Supervisors and the Board of Directors.Owner/Minister serves as the basis for determining the remuneration of the Board of Supervisors and the Board of Directors.

Kebijakan Pemberian Kompensasi Jangka Panjang Berbasis Kinerja

Kebijakan pemberian insentif jangka panjang kepada Direksi dan Dewan Pengawas Perusahaan merujuk kepada Peraturan Menteri BUMN RI No. PER-3/MBU/03/2023 tentang Organ dan Sumber Daya Manusia Badan Usaha Milik Negara.

Long-Term Performance-Based Compensation Policy

The policy governing long-term incentive compensation for members of the Board of Directors and the Board of Supervisors refers to Minister of State-Owned Enterprises Regulation No. PER-3/MBU/03/2023 concerning Organs and Human Resources of State-Owned Enterprises.

Kebijakan Keberagaman Komposisi Dewan Pengawas dan Direksi

Demi mendorong proses pengambilan Keputusan yang objektif, komprehensif, optimal, dan berdampak positif terhadap pengawasan, pengelolaan Perusahaan, keberagaman komposisi Dewan Pengawas dan Direksi merupakan salah satu upaya penting yang dilakukan Perusahaan. Keberagaman dapat memperkaya sudut pandang dan kepentingan pada proses pengambilan Keputusan bagi Perusahaan, sehingga memberikan nilai tambah pada aspek operasional dan usaha Perusahaan, serta peningkatan penerapan Tata Kelola Perusahaan pada lingkup Perusahaan.

Dalam penyusunan komposisi Dewan Pengawas dan Direksi, Perusahaan memperhatikan keragaman latar belakang

Diversity Policy for the Composition of the Board of Supervisors and the Board of Directors

To promote objective, comprehensive, and effective decision-making that contributes positively to the supervision and management of the Company, diversity within the composition of the Board of Supervisors and the Board of Directors is considered an important governance practice. Diversity enriches perspectives and considerations in the decision-making process, thereby creating added value for the Company's operations and business activities while strengthening the implementation of Good Corporate Governance.

In determining the composition of the Board of Supervisors and the Board of Directors, the Company takes into account dan keahlian yang dimiliki oleh Dewan Pengawas dan Direksi, serta kompleksitas dari kegiatan usaha Perusahaan, agar pengambilan Keputusan dapat menjadi lebih efektif, tepat dan cepat, dalam rangka tercapainya tujuan-tujuan Perusahaan sesuai visi dan misi Perusahaan.

the diversity of backgrounds, expertise, and professional experience of its members, as well as the complexity of the Company's business activities. This approach is intended to support more effective, timely, and well-informed decision-making in pursuit of the Company's vision and mission.

ORGAN PENDUKUNG DEWAN PENGAWAS

Supporting Committees of the Board of Supervisors

Dalam menjalankan peran dan fungsinya, Dewan Pengawas Perum Jasa Tirta II membentuk 3 (tiga) organ pendukung, yaitu Komite Audit, Komite Pemantau Risiko, dan Komite Nominasi & Remunerasi.

To support the execution of its duties and functions, the Board of Supervisors of Perum Jasa Tirta II has established three (3) supporting committees, namely the Audit Committee, the Risk Monitoring Committee, and the Nomination & Remuneration Committee.

Komite Audit

Dewan Pengawas harus membentuk Komite Audit yang terdiri dari ketua dan anggota. Ketua dan Anggota Komite Audit diangkat dan diberhentikan oleh Dewan Pengawas. Komite Audit dibentuk untuk membantu kelancaran tugas pengawasan secara teknis, khususnya dalam rangka mendukung efektivitas sistem pengendalian internal, pelaksanaan tugas auditor eksternal dan auditor internal, serta efektivitas dan akurasi proses pelaporan keuangan.

Tugas Komite Audit merujuk kepada Peraturan Menteri BUMN RI No. PER-03/MBU/03/2023 tentang Organ dan Sumber Daya Manusia Badan Usaha Milik Negara, Pasal 134, adalah sebagai berikut:

a. Membantu Dewan Pengawas untuk memastikan efektivitas sistem pengendalian intern dan efektivitas pelaksanaan tugas auditor internal dan auditor eksternal;

b. Menilai pelaksanaan kegiatan serta hasil audit yang dilaksanakan oleh

Audit Committee

The Board of Supervisors is required to establish an Audit Committee consisting of a Chairperson and members. The Chairperson and members of the Audit Committee are appointed and dismissed by the Board of Supervisors. The Audit Committee is established to support the effective execution of the supervisory function, particularly in strengthening the effectiveness of the internal control system, supporting the work of external and internal auditors, and enhancing the effectiveness and reliability of the financial reporting process.

Pursuant to Article 134 of Minister of State-Owned Enterprises Regulation No. PER-3/MBU/03/2023 concerning Organs and Human Resources of State-Owned Enterprises, the duties of the Audit Committee include:

a. Assisting the Board of Supervisors in ensuring the effectiveness of the internal control system and the performance of auditor internal maupun auditor eksternal;

c. Memberikan rekomendasi mengenai penyempurnaan sistem pengendalian manajemen serta pelaksanaannya;

d. Memastikan telah terdapat prosedur evaluasi yang memuaskan terhadap segala informasi yang dikeluarkan BUMN yang bersangkutan;

e. Melakukan identifikasi hal-hal yang memerlukan perhatian Dewan Pengawas serta tugas-tugas Dewan Pengawas;

f. Melakukan tugas terkait pengelolaan risiko sebagaimana diatur dalam peraturan perundang-undangan.

Komposisi dan Susunan Komite Audit

Masa jabatan Anggota Komite Audit diatur sebagai berikut:

a. Anggota Komite Audit yang berasal dari Dewan Pengawas, masa tugasnya tidak boleh lebih lama dari masa sebagai Dewan Pengawas sebagaimana diatur dalam Anggaran Dasar dan dapat dipilih Kembali hanya untuk satu (1) periode berikutnya.

b. Anggota Komite Audit yang bukan berasal dari Anggota Dewan Pengawas, masa tugasnya selama 3 (tiga) tahun dan dapat dipilih kembali untuk masa jabatan 2 (dua) tahun berikutnya.

Jumlah, susunan, dan komposisi Anggota Komite Audit Perusahaan diatur dalam Piagam Komite Audit, yaitu:

a. Jumlah Komite Audit terdiri dari paling sedikit 2 (dua) orang yang berasal dari Anggota Dewan Pengawas Independen dan pihak dari luar Perusahaan.

b. Komite Audit diketuai oleh salah seorang Anggota Dewan Pengawas Independen merangkap sebagai anggota.

internal and external auditors;

b. Reviewing the implementation and results of audits conducted by both internal and external auditors;

c. Providing recommendations regarding improvements to the management control system and its implementation;

d. Densuring that satisfactory procedures are in place for evaluating all information disclosed by the relevant State-Owned Enterprise;

e. Identifying matters requiring the attention of the Board of Supervisors and supporting the Board in carrying out its duties; and

f. Performing duties related to risk management as stipulated under applicable laws and regulations.

Composition and Membership of the Audit Committee

The term of office of Audit Committee members is governed by the following provisions:

1. For Audit Committee members who are also members of the Board of Supervisors, their term of office shall not exceed their term as members of the Board of Supervisors as stipulated in the Articles of Association and they may be reappointed for only one (1) additional term.

2. For Audit Committee members who are not members of the Board of Supervisors, their term of office shall be three (3) years and they may be reappointed for a subsequent term of two (2) years.

The number, composition, and membership structure of the Company's Audit Committee are regulated under the Audit Committee Charter as follows:

1. The Audit Committee shall consist of at least two (2) members, comprising an Independent Member of the Board of Supervisors and external parties independent from the Company.

Berdasarkan Surat Keputusan Dewan Pengawas Perum Jasa Tirta II No. KEP-17/DEWAS/XII/2025 tanggal 31 Desember 2025 tentang Perubahan Susunan Keanggotaan Komite Audit Perusahaan Umum (Perum) Jasa Tirta II, maka susunan Komite Audit adalah sebagai berikut:

2. The Audit Committee shall be chaired by an Independent Member of the Board of Supervisors, who concurrently serves as a member of the Committee.

Based on the Decree of the Board of Supervisors of Perum Jasa Tirta II No. KEP-17/DEWAS/XII/2025 dated December 31, 2025 concerning Changes to the Membership Composition of the Audit Committee of Perum Jasa Tirta II, the composition of the Audit Committee was as follows:

Ketua : Fatkhurohman Taufik
Chairperson: Fatkhurohman Taufik

Anggota: Panji Praba Kusuma
Member: Panji Praba Kusuma

Anggota: Nur Wahid
Member: Nur Wahid

Dewan Pengawas telah memiliki Piagam Komite Audit yang telah diperbarui pada 12 November 2025. Piagam ini mengatur hal-hal mengenai persyaratan keanggotaan, tugas dan tanggung jawab, wewenang dan rapat Komite Audit, tanggung jawab pelaporan, dan masa tugas. Komite Audit akan menyusun rencana tahunan sebagai panduan dalam membantu Dewan Pengawas dalam melakukan fungsi pengawasan.

The Board of Supervisors has established an Audit Committee Charter, which was most recently updated on November 12, 2025. The Charter governs, among other matters, membership requirements, duties and responsibilities, authorities, meeting procedures, reporting responsibilities, and terms of office. The Audit Committee prepares an annual work plan to guide its activities in assisting the Board of Supervisors in carrying out its supervisory function.

Berdasarkan KEPUTUSAN DEWAN PENGAWAS PERUSAHAAN UMUM (PERUM) JASA TIRTA II NOMOR: KEP-11/DEWAS/XI/2025. Komite Audit mengadakan rapat sekurang-kurangnya 1 (satu) kali dalam sebulan.

Pursuant to the DECREE OF THE BOARD OF SUPERVISORS OF (PERUM) JASA TIRTA II NO. KEP-11/DEWAS/XI/2025. The Audit Committee is required to convene meetings at least once (1) every month.

Di tahun 2025, Komite Audit telah melaksanakan rapat dengan agenda sebagai berikut:

In 2025, the Audit Committee conducted meetings with the following agenda:-

No.	Tanggal Rapat / *Meeting Date*	Agenda Rapat / *Meeting Agenda*
1.	15 Januari 2025 *January 15, 2025*	- Pembahasan Program Kerja Pengawasan Tahunan (PKPT) SPI Tahun 2025 / *Discussion of the 2025 Annual Supervisory Work Program (PKPT) of the Internal Audit Unit (SPI)* - Monitoring dan Evaluasi Hasil Pemeriksaan Eksternal dan Internal s.d. Triwulan IV 2024 / *Monitoring and Evaluation of External and Internal Audit Results up to the Fourth Quarter of 2024*
2.	17 Januari 2025 *January 17, 2025*	- Kinerja Produksi dan Pendapatan s.d. Triwulan IV 2024 / *Production and Revenue Performance up to the Fourth Quarter of 2024* - Laporan Keuangan Unaudited Tahun 2024 / *Unaudited Financial Statements for Fiscal Year 2024*
3.	17 Februari 2025 *February 17, 2025*	- Kinerja Produksi dan Pendapatan s.d. Januari 2025 / *Production and Revenue Performance up to January 2025* - Kinerja Keuangan s.d. Januari 2025 / *Financial Performance up to January 2025* - Progress Audit Laporan Keuangan Tahun Buku 2024 oleh KAP / *Progress of the Audit of the 2024 Financial Statements by the Public Accounting Firm (KAP)*
4.	17 Maret 2025 *March 17, 2025*	- Kinerja Produksi dan Pendapatan s.d. Februari 2025 / *Production and Revenue Performance up to February 2025* - Kinerja Keuangan s.d. Februari 2025 / *Financial Performance up to February 2025* - Pemaparan Laporan Keuangan Audited Tahun 2024 / *Presentation of the Audited Financial Statements for Fiscal Year 2024*
5.	17 April 2025 *April 17, 2025*	- Kinerja Produksi dan Pendapatan s.d. Triwulan I 2025 / *Production and Revenue Performance up to the First Quarter of 2025* - Kinerja Keuangan s.d. Triwulan I 2025 / *Financial Performance up to the First Quarter of 2025*
6.	25 April 2025 *January 25, 2025*	- Pembahasan Program Kerja Pengawasan Tahunan (PKPT) SPI Tahun 2025 / *Discussion of the 2025 Annual Supervisory Work Program (PKPT) of the Internal Audit Unit (SPI)* - Monitoring dan Evaluasi Hasil Pemeriksaan Eksternal dan Internal s.d. Triwulan I 2025 / *Monitoring and Evaluation of External and Internal Audit Results up to the First Quarter of 2025*
7.	16 Mei 2025 *May 16, 2025*	- Kinerja Produksi dan Pendapatan s.d. April 2025 / *Production and Revenue Performance up to April 2025* - Kinerja Keuangan s.d. April 2025 / *Financial Performance up to April 2025*
8.	19 Juni 2025 *June 19, 2025*	- Pembahasan Rencana Proyek PLTS Terapung Jatigede / *Discussion of the Jatigede Floating Solar Power Plant (FPV) Project Plan* - Kinerja Produksi dan Pendapatan s.d. Mei 2025 / Production and Revenue Performance up to May 2025 - Kinerja Keuangan s.d. Mei 2025 / Financial Performance up to May 2025
9.	24 Juli 2025 *July 24, 2025*	- Kinerja Produksi dan Pendapatan s.d. Triwulan II 2025 / *Production and Revenue Performance up to the Second Quarter of 2025* - Kinerja Keuangan s.d. Triwulan II 2025 / *Financial Performance up to the Second Quarter of 2025*
10.	25 Juli 2025 *July 25, 2025*	- Monitoring Tindak Lanjut Hasil Audit oleh Auditor Eksternal (BPK, BPKP, KAP) dan Internal (SPI, Tim Asesor Internal) s.d. Semester I 2025 / *Monitoring of Follow-Up Actions on Audit Findings by External Auditors (BPK, BPKP, and Public Accounting Firms) and Internal Auditors (SPI and Internal Assessor Team) up to the First Semester of 2025* - Monitoring Realisasi Program Kerja Pengawasan Tahunan (PKPT) SPI s.d. Semester I 2025 / *Monitoring of the Realization of the Annual Supervisory Work Program (PKPT) of the Internal Audit Unit (SPI) up to the First Semester of 2025* - Evaluasi Pelaksanaan Audit yang mencakup Penelaahan Audit Program dan Kerja Kerja Audit secara sampling / *Evaluation of Audit Implementation, including a Sample-Based Review of Audit Programs and Audit Working Papers*
11.	22 Agustus 2025 *Agustus 22, 2025*	- Kinerja Produksi dan Pendapatan s.d. Juli 2025 / *Production and Revenue Performance up to July 2025* - Kinerja Keuangan s.d. Juli 2025 / *Financial Performance up to July 2025* - Monitoring Progress Implementasi ICoFR Tahun 2025 / *Monitoring the Progress of ICoFR Implementation in 2025*

No.	Tanggal Rapat / *Meeting Date*	Agenda Rapat / *Meeting Agenda*
12.	19 September 2025 *September 19, 2025*	- Kinerja Produksi dan Pendapatan s.d. Agustus 2025 / *Production and Revenue Performance up to August 2025* - Kinerja Keuangan s.d. Agustus 2025 / *Financial Performance up to August 2025*
13.	15 Oktober 2025 *October15, 2025*	- Pembahasan Rencana Kinerja Produksi dan Pendapatan serta Kinerja Keuangan RKAP 2026 / *Discussion of the 2026 RKAP Production, Revenue, and Financial Performance Plan* - Kinerja Produksi dan Pendapatan s.d. Triwulan III 2025 / *Production and Revenue Performance up to the Third Quarter of 2025* - Kinerja Keuangan s.d. Triwulan III 2025 / *Financial Performance up to the Third Quarter of 2025* - Monitoring Impelentasi ICoFR s.d. Triiwulan III 2025 / *Monitoring the Implementation of ICoFR up to the Third Quarter of 2025*
14.	12 November 2025 *November 12, 2025*	- Monitoring Tindak Lanjut Hasil Audit oleh Auditor Eksternal (BPK, BPKP, KAP) dan Internal (SPI, Tim Asesor Internal) s.d. Triwulan III 2025 / *Monitoring of Follow-Up Actions on Audit Findings by External Auditors (BPK, BPKP, and Public Accounting Firms) and Internal Auditors (SPI and Internal Assessor Team) up to the Third Quarter of 2025* - *Monitoring Realisasi Program Kerja Pengawasan Tahunan (PKPT) SPI s.d. Triwulan III 2025* / *Monitoring of the Realization of the Annual Supervisory Work Program (PKPT) of the Internal Audit Unit (SPI) up to the Third Quarter of 2025* - *Hasil Pelaksanaan Audit Semester II 2025 (Ruang Lingkup, Program Audit, dan Kertas Kerja Audit)* / *Results of Audit Activities for the Second Semester of 2025 (Audit Scope, Audit Program, and Audit Working Papers)*
15.	21 November *November 21, 2025*	- Kinerja Produksi dan Pendapatan Induk & Anak Perusahaan s.d. Oktober 2025 / *Production and Revenue Performance of the Parent Company and Subsidiaries up to October 2025* - Kinerja Keuangan Konsolidasian dan Anak Perusahaan s.d. Oktober 2025 / *Consolidated Financial Performance and Subsidiaries' Performance up to October 2025* - Prognosa Kinerja s.d. Desember 2025 / *Performance Forecast through December 2025* - Pembahasan Tindak Lanjut Rapat Teknis Usulan RKAP Perum Jasa Tirta II Tahun 2026 / *Discussion on the Follow-Up Actions from the Technical Meeting on the Proposed 2026 RKAP of Perum Jasa Tirta II*
16.	17 Desember 2025 *December 17, 2025*	- Kinerja Produksi dan Pendapatan Induk & Anak Perusahaan s.d. November 2025 / *Production and Revenue Performance of the Parent Company and Subsidiaries up to November 2025* - Kinerja Keuangan Konsolidasian dan Anak Perusahaan s.d. November 2025 / *Consolidated Financial Performance and Subsidiaries' Performance up to November 2025* - Prognosa Kinerja s.d. November 2025 / *Performance Forecast through November 2025* - Progress Audit Laporan Keuangan Tahun Buku 2025 / *Progress of the Audit of the 2025 Financial Statements*

Komite Pemantau Risiko

Komite Pemantau Risiko dibentuk untuk membantu Dewan Pengawas dalam pengawasan dan penerapan kebijakan dan strategi manajemen risiko perusahaan serta dalam rangka mewujudkan sistem dan pelaksanaan pengawasan yang kompeten dan independent berdasarkan prinsip-prinsip tata kelola perusahaan yang baik.

Berdasarkan Surat Keputusan Dewan Pengawas Perum Jasa Tirta II No. KEP-03/DEWAS/I/2024 tanggal 8 Januari 2024 tentang Pemberhentian dan

Risk Monitoring Committee

The Risk Monitoring Committee was established to assist the Board of Supervisors in overseeing the implementation of the Company's risk management policies -and strategies, as well as to support the establishment of a competent and independent oversight system in accordance with the principles of Good Corporate Governance.

Pursuant to the Decree of the Board of Supervisors of Perum Jasa Tirta II No. KEP-03/DEWAS/I/2024 dated January 8, 2024 concerning the Dismissal and

Pengangkatan Ketua Komite Pemantau Risiko serta Perubahan Susunan Keanggotaan Komite Pemantau Risiko Perusahaan Umum (Perum) Jasa Tirta II dan No. KEP-02/DEWAS/I/2024 tanggal 8 Januari 2024 tentang Pengangkatan Anggota Komite Pemantau Risiko Perusahaan Umum (Perum) Jasa Tirta II, susunan Komite Pemantau Risiko adalah sebagai berikut:

Appointment of the Chairperson of the Risk Monitoring Committee and Amendments to the Membership Composition of the Risk Monitoring Committee of Perum Jasa Tirta II, and Decree No. KEP-02/DEWAS/I/2024 dated January 8, 2024 concerning the Appointment of a Member of the Risk Monitoring Committee of Perum Jasa Tirta II, the composition of the Risk Monitoring Committee was as follows:

Ketua : Fatkhurohman Taufik
Chairperson: Fatkhurohman Taufik

Anggota: Panji Praba Kusuma
Member: Panji Praba Kusuma

Di tahun 2025, Komite Pemantau Risiko telah melaksanakan rapat dengan agenda sebagai berikut:

In 2025, the Risk Monitoring Committee conducted meetings with the following agenda:

No.	Tanggal Rapat / *Meeting Date*	Agenda Rapat / *Meeting Agenda*
1.	17 Januari 2025 *January 17, 2025*	- Tanggapan atas Hasil Evaluasi Rancangan (RKAP) BUMN Tahun 2025 berbasis Manajemen Risiko / *Response to the Evaluation Results of the 2025 State-Owned Enterprise (SOE) Work Plan and Budget (RKAP) Draft Based on Risk Management* - Laporan Manajemen Risiko Tahun 2024 / *2024 Risk Management Report* - Evaluasi Progress Investasi Carry Over, Investasi s.d. Triwulan IV 2024 dan Persiapan Investasi Tahun 2025 / *Evaluation of the Progress of Carry-Over Investments, Investments up to the Fourth Quarter of 2024, and Preparations for the 2025 Investment Program* - Program Kerja Divisi Manajemen Risiko Tahun 2025 / *2025 Risk Management Division Work Program*
2.	17 Februari 2025 *February 17, 2025*	- Hasil Review Pedoman Manajemen Risiko / *Results of the Review of the Risk Management Guidelines* - Pengendalian Top Risk s.d. Januari 2025 / *Top Risk Mitigation and Control up to January 2025* - Progress Investasi Carry Over dan Investasi s.d. Januari 2025 / *Progress of Carry-Over Investments and Investments up to January 2025* - Update Progress Implementasi ICoFR sesuai Juknis SK-5 dan Surat Deputi KMR BUMN No. S-6/DKU/MBU/02/205 / *Update on the Progress of ICoFR Implementation in accordance with Technical Guideline SK-5 and Deputy for Finance and Risk Management of SOEs Letter No. S-6/DKU/MBU/02/2025*
3.	*24 Februari 2025* *February 24, 2025*	- Pembahasan Pedoman Manajemen Risiko Perum Jasa Tirta II / *Discussion of the Risk Management Guidelines of Perum Jasa Tirta II* - Evaluasi terhadap Peristiwa Risiko secara Kualitatif / *Qualitative Evaluation of Risk Events*

No.	Tanggal Rapat / *Meeting Date*	Agenda Rapat / *Meeting Agenda*
4.	17 Maret 2025 *March 17, 2025*	- Pengendalian Top Risk s.d. Februari 2025 / *Top Risk Mitigation and Control up to February 2025* - Progress Investasi Carry Over dan Investasi s.d. Februari 2025 / *Progress of Carry-Over Investments and Investments up to February 2025* - Pemenuhan Kualifikasi Organ Pengelola Risiko / *Compliance with the Qualification Requirements for Risk Management Organs*
5.	17 April 2025 *April 17, 2025*	- Pengendalian Top Risk s.d. Triwulan I 2025 / *Top Risk Mitigation and Control up to the First Quarter of 2025* - Progress Investasi Carry Over dan Investasi s.d. Triwulan I 2025 / *Progress of Carry-Over Investments and Investments up to the First Quarter of 2025* - Pemenuhan Kualifikasi Organ Pengelola Risiko s.d. Triwulan I 2025 / *Compliance with the Qualification Requirements for Risk Management Organs up to the First Quarter of 2025* - Tindak Lanjut atas Surat Dewan Pengawas No. S-14/DP/2025 perihal Tindak Lanjut atas Eveluasi dan Pengendalian Risiko Perum Jasa Tirta II / *Follow-Up Actions on Supervisory Board Letter No. S-14/DP/2025 regarding the Follow-Up to the Evaluation and Risk Control of Perum Jasa Tirta II* - Monitoring Progress Implementasi ICoFR s.d. Triwulan I 2025 / *Monitoring the Progress of ICoFR Implementation up to the First Quarter of 2025*
6.	16 Mei 2025 *May 16, 2025*	- Pengendalian Top Risk s.d. April 2025 / *Top Risk Mitigation and Control up to April 2025* - Progress Investasi Carry Over dan Investasi s.d. April 2025 / *Progress of Carry-Over Investments and Investments up to April 2025* - Pemenuhan Kualifikasi Organ Pengelola Risiko s.d. April 2025 / *Compliance with the Qualification Requirements for Risk Management Organs up to April 2025*
7.	19 Juni 2025 *Juny 19, 2025*	- Pembahasan Draft Contingency Plan / *Discussion of the Draft Contingency Plan* - Pengendalian Top Risk s.d. Mei 2025 / *Top Risk Mitigation and Control up to May 2025* - Progress Investasi Carry Over dan Investasi s.d. Mei 2025 / *Progress of Carry-Over Investments and Investments up to May 2025*
8.	24 Juli 2025 *July 24, 2025*	- Monitoring Progress Implementasi ICoFR Tahun 2025 / *Monitoring the Progress of ICoFR Implementation in 2025* - Pengendalian Top Risk s.d. Triwulan II 2025 / *Top Risk Mitigation and Control up to the Second Quarter of 2025* - Progress Investasi Carry Over dan Investasi s.d. Triwulan II 2025 / *Progress of Carry-Over Investments and Investments up to the Second Quarter of 2025* - Pemenuhan Kualifikasi QPR s.d. Triwulan II 2025 / *Compliance with QPR Qualification Requirements up to the Second Quarter of 2025*
9.	22 Agustus 2025 *Agustus 22, 2025*	- Pengendalian Top Risk s.d. Juli 2025 / *Top Risk Mitigation and Control up to July 2025* - Progress Investasi Carry Over dan Investasi s.d. Juli 2025 / *Progress of Carry-Over Investments and Investments up to July 2025*
10.	19 September 2025 *September 19, 2025*	- Pengendalian Top Risk s.d. Agustus 2025 / *Top Risk Mitigation and Control up to August 2025* - Progress Investasi Carry Over dan Investasi s.d. Agustus 2025 / *Progress of Carry-Over Investments and Investments up to August 2025*
11.	15 Oktober 2025 *October 15, 2025*	- Pengendalian Top Risk s.d. Triwulan III 2025 / *Top Risk Mitigation and Control up to the Third Quarter of 2025* - Progress Investasi Carry Over dan Investasi s.d. Triwulan III 2025 / *Progress of Carry-Over Investments and Investments up to the Third Quarter of 2025* - Pemenuhan Kualifikasi Organ Pengelola Risiko s.d. Triwulan III 2025 / *Compliance with the Qualification Requirements for Risk Management Organs up to the Third Quarter of 2025* - Progress Implementasi Platform PaDi UMKM s.d. Triwulan III 2025 / *Progress of the PaDi UMKM Platform Implementation up to the Third Quarter of 2025*
12.	21 November *November 21, 2025*	- Pemenuhan APS Tahun 2026 Aspek Manajemen Risiko / *Fulfillment of the 2026 APS Requirements for the Risk Management Aspect* - Pengendalian Top Risk s.d. Oktober 2025 / *Top Risk Mitigation and Control up to October 2025* - Progress Investasi Carry Over dan Investasi s.d. Oktober 2025 / *Progress of Carry-Over Investments and Investments up to October 2025*
13.	17 Desember 2025 *December 17, 2025*	- Pemutakhiran Kategori dan Klasifikasi Risiko Tahun 2025 / *Update of Risk Categories and Classifications for 2025* - Monitoring dan Evaluasi Profil Risiko Utama Tahun 2025 / *Monitoring and Evaluation of the 2025 Key Risk Profile* - Progress Investasi Carry Over dan Investasi s.d. November 2025 / *Progress of Carry-Over Investments and Investments up to November 2025*

Komite Nominasi dan Remunerasi

Dalam rangka membantu kelancaran pelaksanaan tugas Dewan Pengawas di bidang nominasi dan remunerasi, Dewan Pengawas membentuk Komite Nominasi dan Remunerasi. Komite ini bertanggung jawab untuk menyampaikan usulan nominasi kandidat-kandidat yang sesuai untuk posisi-posisi penting dalam Perusahaan serta mengawasi kebijakan dan praktik remunerasi Perusahaan, termasuk gaji, insentif, bonus dan kompensasi lainnya.

Merujuk kepada Peraturan Menteri BUMN RI No. PER-03/MBU/03/2023 tentang Organ dan Sumber Daya Manusia Badan Usaha Milik Negara, Pasal 140, Komite Nominasi dan Remunerasi bertugas untuk:

a. Melakukan tinjauan secara berkala atas sistem Manajemen Talenta BUMN serta pengawasan dan evaluasi atas pelaksanaannya.
b. Melakukan evaluasi terhadap sistem dan prosedur pengklasifikasian Talenta yang dilakukan oleh Direksi.
c. Melakukan validasi dan kalibrasi atas Talenta Terseleksi (*selected talent*), untuk menghasilkan daftar Talenta Ternominasi (*nominated talent*) yang dinominasikan oleh Dewan Pengawas kepada Pemilik Modal/Menteri.
d. Melakukan evaluasi terhadap calon Wakil BUMN yang akan diusulkan sebagai Anggota Direksi atau Anggota Dewan Pengawas Anak Perusahaan, sebelum diajukan kepada Pemilik Modal/Menteri.
e. Melakukan evaluasi atas usulan *Key Performance Indicators* (KPI) individu Anggota Direksi.
f. Menyiapkan usulan sistem evaluasi kinerja individu bagi Anggota Direksi dan/atau Anggota Dewan Pengawas;

Nomination and Remuneration Committee

To support the effective execution of the Board of Supervisors' duties in the areas of nomination and remuneration, the Board of Supervisors established the Nomination and Remuneration Committee. The Committee is responsible for proposing suitable candidates for key positions within the Company and overseeing the Company's remuneration policies and practices, including salaries, incentives, bonuses, and other forms of compensation.

Pursuant to Article 140 of Minister of State-Owned Enterprises Regulation No. PER-3/MBU/03/2023 concerning Organs and Human Resources of State-Owned Enterprises, the duties of the Nomination and Remuneration Committee include:

a. Conducting periodic reviews of the SOE Talent Management system, including monitoring and evaluating its implementation.
b. Evaluating the systems and procedures used by the Board of Directors in classifying talent.
c. Validating and calibrating Selected Talent to produce a list of Nominated Talent to be proposed by the Board of Supervisors to the Capital Owner/Minister.
d. Evaluating candidates representing the SOE who are proposed for appointment as members of the Board of Directors or Board of Supervisors of subsidiaries prior to submission to the Capital Owner/Minister.
e. Evaluating proposed individual Key Performance Indicators (KPIs) for members of the Board of Directors.
f. Preparing proposals for individual performance evaluation systems for members of the Board of Directors and/or the Board of Supervisors.
g. Preparing proposals for development

g. Menyiapkan usulan program pengembangan bagi Anggota Direksi dan/atau Anggota Dewan Pengawas;
h. Melakukan evaluasi atas kebijakan remunerasi bagi karyawan yang membutuhkan persetujuan/tanggapan dari Dewan Pengawas; dan
i. Melakukan evaluasi atas usulan Direksi mengenai struktur organisasi.

programs for members of the Board of Directors and/or the Board of Supervisors;
h. Evaluating remuneration policies for employees that require approval and/or recommendations from the Board of Supervisors; and
i. Evaluating proposals from the Board of Directors regarding the Company's organizational structure.

Berdasarkan Surat Keputusan Dewan Pengawas Perum Jasa Tirta II No. KEP-16/DEWAS/XII/2025 tanggal 31 Desember 2025 tentang Perubahan Susunan Keanggotaan Komite Nominasi dan Remunerasi Perusahaan Umum (Perum) Jasa Tirta II, berikut susunan Komite Nominasi dan Remunerasi:

Based on the Decree of the Board of Supervisors of Perum Jasa Tirta II No. KEP-16/DEWAS/XII/2025 dated December 31, 2025 concerning Changes to the Membership Composition of the Nomination and Remuneration Committee of Perum Jasa Tirta II, the composition of the Nomination and Remuneration Committee was as follows:

Ketua : Fatkhurohman Taufik
Chairperson: Fatkhurohman Taufik

Anggota: Fatkhurohman Taufik
Member: Fatkhurohman Taufik

Di tahun 2025, Komite Nominasi dan Remunerasi telah melaksanakan rapat dengan agenda sebagai berikut:

In 2025, the Nomination and Remuneration Committee conducted meetings with the following agenda:

No.	Tanggal Rapat / *Meeting Date*	Agenda Rapat / *Meeting Agenda*
1.	17 Februari 2025 *February 17, 2025*	- Nominated Talent Perum Jasa Tirta II Tahun 2025 / *Nominated Talents of Perum Jasa Tirta II for 2025*
2.	24 Februari 2025 *February 24, 2025*	- Pembahasan KPI Direksi secara Individual Tahun 2025 / *Discussion of the Individual Key Performance Indicators (KPIs) of the Board of Directors for 2025*
3.	23 Mei 2025 *May 23, 2025*	- Pembahasan Usulan Remunerasi Tahun 2025 / *Discussion of the Proposed Remuneration for 2025*
4.	23 Oktober 2025 *October 23, 2025*	- Pembahasan Usulan Penambahan Top 20% Talent BOD-1 (Selected Talent) di Lingkungan Perum Jasa Tirta II / *Discussion of the Proposal to Increase the Number of Top 20% BOD-1 Talents (Selected Talents) within Perum Jasa Tirta II*
5.	24 Oktober 2025 *October 24, 2025*	- Wawancara Calon Staf Sekretariat Dewan Pengawas / *Interview of Candidates for the Supervisory Board Secretariat Staff Position*
6.	28 Oktober 2025 *October 28, 2025*	- Wawancara Calon Staf Sekretariat Dewan Pengawas / *Interview of Candidates for the Supervisory Board Secretariat Staff Position*

Sekretaris Dewan Pengawas

Sekretariat Dewan Pengawas memainkan peran penting sebagai pendukung yang memastikan kelancaran pelaksanaan tugas dan fungsi Dewan Pengawas. Keberadaan Sekretariat Dewan Pengawas dirancang untuk mendukung efektivitas pengawasan dan pengambilan keputusan strategis oleh Dewan Pengawas, sekaligus menjamin terselenggaranya administrasi yang tertib, transparan, dan terdokumentasi dengan baik.

Sekretariat Dewan Pengawas bertugas melakukan kegiatan untuk membantu Dewan Pengawas dalam melaksanakan tugasnya berupa:

a. Mempersiapkan rapat, termasuk bahan rapat (*briefing sheet*) Dewan Pengawas;
b. Membuat risalah rapat Dewan Pengawas sesuai ketentuan Anggaran Dasar Perusahaan;
c. Mengadministrasikan dokumen Dewan Pengawas, baik surat masuk, surat keluar, risalah rapat maupun dokumen lainnya;
d. Menyusun rancangan rencana kerja dan anggaran Dewan Pengawas;
e. Menyusun rancangan laporan-laporan Dewan Pengawas; dan
f. Melaksanakan tugas lain dari Dewan Pengawas.

Berdasarkan Surat Keputusan Dewan Pengawas Perum Jasa Tirta II No. KEP-06/DEWAS/VIII/2025 tanggal 12 Agustus 2025 tentang Pemberhentian dan Pengangkatan Sekretaris Dewan Pengawas Perum Jasa Tirta II, No. KEP-02/DEWAS/II/2023 tanggal 15 Februari 2023 tentang Pengangkatan Staf Sekretariat Dewan Pengawas Perusahaan Umum (Perum) Jasa Tirta II, No. KEP-12/DEWAS/XI/2024 tanggal 04 November 2024 tentang

Secretary to the Board of Supervisors

The Secretariat of the Board of Supervisors plays an important role in supporting the effective execution of the Board of Supervisors' duties and functions. The Secretariat is established to enhance the effectiveness of oversight and strategic decision-making by the Board of Supervisors while ensuring orderly, transparent, and well-documented administrative processes.

The Secretariat of the Board of Supervisors is responsible for supporting the Board of Supervisors through the following activities:

a. Preparing meetings, including meeting materials (briefing sheets) for the Board of Supervisors;
b. Preparing minutes of Board of Supervisors meetings in accordance with the Company's Articles of Association;
c. Administering Board of Supervisors documents, including incoming and outgoing correspondence, meeting minutes, and other documents;
d. Preparing draft work plans and budgets for the Board of Supervisors;
e. Preparing draft reports of the Board of Supervisors; and
f. Performing other duties assigned by the Board of Supervisors.

Based on the following decrees of the Board of Supervisors of Perum Jasa Tirta II: No. KEP-06/DEWAS/VIII/2025 dated August 12, 2025 concerning the Dismissal and Appointment of the Secretary to the Board of Supervisors;

No. KEP-02/DEWAS/II/2023 dated February 15, 2023 concerning the Appointment of Secretariat Staff of the Board of Supervisors;

Pemberhentian dan Pengangkatan Staf Sekretariat Dewan Pengawas Perusahaan Umum (Perum) Jasa Tirta II, No. KEP-10/DEWAS/XI/2025 tanggal 5 Oktober 2025 tentang Pengangkatan Staf Sekretariat Dewan Pengawas Perusahaan Umum (Perum) Jasa Tirta II, dan No. KEP-15/DEWAS/XII/2025 tanggal 1 Desember 2025 tentang Pengangkatan Staf Sekretariat Dewan Pengawas Perusahaan Umum (Perum) Jasa Tirta II, susunan keanggotaan sebagai berikut:

No. KEP-12/DEWAS/XI/2024 dated November 4, 2024 concerning the Dismissal and Appointment of Secretariat Staff of the Board of Supervisors;

No. KEP-10/DEWAS/XI/2025 dated October 5, 2025 concerning the Appointment of Secretariat Staff of the Board of Supervisors; and

No. KEP-15/DEWAS/XII/2025 dated December 1, 2025 concerning the Appointment of Secretariat Staff of the Board of Supervisors, the composition of the Secretariat of the Board of Supervisors was as follows:

Jabatan / *Position*	Nama / *Name*
Sekretaris Dewan Pengawas *Secretary to the Board of Supervisors*	Rengga Cahyo Astanto
Staf Sekretariat Dewan Pengawas *Secretariat Staff*	Dicky Dharmawan
Staf Sekretariat Dewan Pengawas *Secretariat Staff*	Annisa Nadhira Maudina
Staf Sekretariat Dewan Pengawas *Secretariat Staff*	Asri Mumpuni
Staf Sekretariat Dewan Pengawas *Secretariat Staff*	Sarah Loisa Doyowai

Profil Sekretaris Dewan Pengawas

Rengga Cahyo Astanto, 29 tahun

Warga Negara Indonesia, lahir di Madiun pada 26 Maret 1997, menjabat sebagai Sekretaris Dewan Pengawas Perum Jasa Tirta II sejak Agustus 2025. Memperoleh gelar Diploma III Akuntansi di Politeknik Keuangan Negara STAN, Jakarta, tahun 2018 dan Sarjana Akuntansi di Institut Keuangan Perbankan dan Informatika Asia Perbanas, Jakarta, tahun 2023. Dalam mendukung profesionalisme, telah memiliki sertifikasi *Certified Risk*

Profile of the Secretary to the Board of Supervisors

Rengga Cahyo Astanto, 29 years old

An Indonesian citizen, born in Madiun on March 26, 1997. He has served as Secretary to the Board of Supervisors of Perum Jasa Tirta II since August 2025. He earned a Diploma III in Accounting from the State College of Accountancy (PKN STAN), Jakarta, in 2018, and a Bachelor's Degree in Accounting from the Perbanas Institute of Finance, Banking, and Informatics Asia, Jakarta, in 2023. To support his professional development, *Management Officer* (CRMO), *Certified Risk Management Professional* (CRMP), dan *Certified Governance Profesional* (CGP).

he holds certifications as a Certified Risk Management Officer (CRMO), Certified Risk Management Professional (CRMP), and Certified Governance Professional (CGP).

ORGAN PENDUKUNG DIREKSI
Supporting Organs of the Board of Directors

Berdasarkan skala bisnis yang dijalankan, struktur organisasi Perum Jasa Tirta II saat ini dinilai telah memadai dalam mendukung efektivitas pelaksanaan fungsi dan tugas Direksi. Oleh karenanya, Perusahaan belum membentuk komite dibawah Direksi hingga tahun 2025 dan tidak terdapat informasi mengenai profil, pelaksanaan tugas, maupun evaluasi kinerja komite dibawah Direksi di periode tahun pelaporan. Namun demikian, demi mendukung pelaksanaan prinsip-prinsip tata kelola perusahaan yang baik dan pengendalian internal, Perusahaan telah memiliki sejumlah organ pendukung yang menjalankan fungsi strategis dalam operasionalnya. Organ-organ tersebut antara lain Sekretaris Perusahaan, Satuan Pengawasan Intern, Divisi Pengendalian Kinerja & Sistem Manajemen, dan Unit Kerja lainnya.

Considering the scale of its business operations, the current organizational structure of Perum Jasa Tirta II is deemed adequate to support the effective execution of the Board of Directors' duties and responsibilities. Accordingly, the Company had not established any committees under the Board of Directors as of 2025, and therefore there is no information regarding the profiles, activities, duties, or performance evaluations of such committees during the reporting period. Nevertheless, to support the implementation of Good Corporate Governance (GCG) principles and internal control practices, the Company has established several supporting organs that perform strategic operational functions. These organs include the Corporate Secretary, Internal Audit Unit, Performance Control & Management System Division, and other work units.

SEKRETARIS PERUSAHAAN
Corporate Secretary

Sekretaris Perusahaan merupakan salah satu organ pendukung yang memegang peran strategis dalam mendukung pelaksanaan tata kelola perusahaan, khususnya dalam membantu kelancaran pelaksanaan tugas dan fungsi Direksi. Selain berperan dalam aspek administratif, keberadaan Sekretaris Perusahaan juga memiliki tanggung jawab dalam memastikan kepatuhan perusahaan terhadap ketentuan dan peraturan perundang-undangan, terutama yang berkaitan dengan kewajiban keterbukaan informasi. Sekretaris Perusahaan juga

The Corporate Secretary is one of the Company's supporting organs that plays a strategic role in supporting corporate governance implementation, particularly in facilitating the duties and functions of the Board of Directors. In addition to administrative responsibilities, the Corporate Secretary is responsible for ensuring the Company's compliance with applicable laws and regulations, particularly those related to information disclosure requirements. The Corporate Secretary also serves as a liaison between the Company and its stakeholders, berfungsi sebagai penghubung antara perusahaan dengan para pemangku kepentingan, termasuk regulator dan masyarakat, guna memastikan terjalinnya komunikasi yang transparan, efektif, dan akuntabel.

Fungsi Sekretaris Perusahaan menjadi bagian penting dalam struktur organisasi Perusahaan, khususnya dalam mendukung keterbukaan informasi, pelaporan, dan komunikasi dengan pemangku kepentingan. Pembentukan dan pelaksanaan fungsi Sekretaris Perusahaan mengacu kepada ketentuan yang berlaku, yakni Undang-Undang No. 19 Tahun 2003 tentang Badan Usaha Milik Negara dan Peraturan Menteri Badan Usaha Milik Negara Republik Indonesia No. PER-2/MBU/03/2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara. Sekretaris Perusahaan diangkat dan diberhentikan oleh Direktur Utama berdasarkan mekanisme internal Perusahaan, dengan persetujuan Dewan Pengawas sesuai dengan ketentuan peraturan perundang-undangan serta kebijakan sumber daya manusia terkait dengan promosi dan mutasi yang berlaku di lingkungan Perusahaan.

Profil Sekretaris Perusahaan

Rimpun Rajab Harahap, 53 tahun

Warga Negara Indonesia, lahir di Sidoarjo 10 Juli 1972. Memperoleh gelar Sarjana Ekonomi Manajemen dari Universitas Prof. Dr. Moestopo (Beragama), Jakarta, tahun 1997, dan Magister Manajemen dari Universitas Budi Luhur, Jakarta, tahun 2012.

Tugas dan Tanggung Jawab Sekretaris Perusahaan

1. Menghadiri rapat Direksi dan membuat risalah rapat.
2. Menyiapkan Daftar Khusus, yaitu daftar yang berisikan kepemilikan saham Anggota Dewan Pengawas dan Anggota Direksi beserta keluarganya sebagai dokumen benturan kepentingan.

including regulators and the public, to ensure transparent, effective, and accountable communication.

The Corporate Secretary function forms an integral part of the Company's organizational structure, particularly in supporting information disclosure, reporting, and stakeholder communication. The establishment and implementation of the Corporate Secretary function refer to Law No. 19 of 2003 concerning State-Owned Enterprises and Minister of State-Owned Enterprises Regulation No. PER-2/MBU/03/2023 concerning Guidelines for Corporate Governance and Significant Corporate Activities of State-Owned Enterprises. The Corporate Secretary is appointed and dismissed by the President Director through the Company's internal mechanism, subject to the approval of the Board of Supervisors in accordance with applicable laws and regulations as well as the Company's human resource policies concerning promotion and transfer.

Profile of the Corporate Secretary

Rimpun Rajab Harahap, 53 years old

An Indonesian citizen, born in Sidoarjo on July 10, 1972. He earned a Bachelor's Degree in Management Economics from Prof. Dr. Moestopo (Beragama) University, Jakarta, in 1997, and a Master's Degree in Management from Budi Luhur University, Jakarta, in 2012.

Duties and Responsibilities of the Corporate Secretary

1. *Attending Board of Directors meetings and preparing meeting minutes;*
2. *Maintaining the Special Register containing information on share ownership by members of the Board of Supervisors, Board of Directors, and their family members as a conflict-of-interest document;*

3. Bertanggung jawab dalam pelaksanaan Rapat Pembahasan Bersama (RPB).
4. Mempersiapkan bahan-bahan yang diperlukan berkaitan dengan laporan-laporan atau kegiatan rutin Direksi yang akan disampaikan kepada pihak luar.
5. Mempersiapkan bahan-bahan atau materi yang diperlukan berkaitan dengan hal-hal yang harus mendapatkan persetujuan Direksi berkenaan dengan pengelolaan Perusahaan.
6. Memfasilitasi rapat-rapat dalam lingkungan Direksi, baik yang bersifat rutin maupun non-rutin;
7. Menindaklanjuti setiap keputusan rapat Direksi dan memantau tindak lanjut hasil rapat.
8. Memastikan bahwa Perusahaan mematuhi peraturan tentang persyaratan keterbukaan sejalan dengan penerapan prinsip-prinsip *Good Corporate Governance* (GCG).
9. Memberikan informasi yang dibutuhkan oleh Direksi dan Dewan Pengawas secara berkala dan/atau sewaktu-waktu apabila diminta;
10. Menatausahakan serta menyimpan dokumen Perusahaan.
11. Menyelenggarakan program pengenalan Anggota Dewan Pengawas yang baru diangkat.
12. Membantu Direksi dalam menetapkan kebijakan strategis pengelolaan Perusahaan antara lain di bidang hukum, humas, pendidikan masyarakat.
13. Memastikan tersedianya informasi yang boleh diakses oleh Pemilik Modal sesuai dengan kebutuhan wajar pemangku kepentingan.
14. Memastikan bahwa Perum Jasa Tirta II mematuhi peraturan tentang persyaratan keterbukaan yang berlaku

3. Coordinating the implementation of Joint Review Meetings (RPB);

4. Preparing materials related to reports and routine activities of the Board of Directors to be submitted to external parties.

5. Preparing materials related to matters requiring approval from the Board of Directors concerning Company management.

6. Facilitating meetings of the Board of Directors, both regular and non-regular meetings.

7. Following up and monitoring the implementation of resolutions adopted at Board of Directors meetings.

8. Ensuring the Company's compliance with information disclosure regulations in line with GCG principles;

9. Providing information required by the Board of Directors and Board of Supervisors on a regular basis and/or upon request.

10. Maintaining and safeguarding Company documents.

11. Organizing orientation programs for newly appointed members of the Board of Supervisors.

12. Assisting the Board of Directors in formulating strategic policies related to legal affairs, public relations, and community development.

13. Ensuring the availability of information accessible to the Capital Owner in accordance with reasonable stakeholder needs.

14. Ensuring compliance with applicable disclosure requirements and providing information related to its duties to the Board of Directors on a regular basis and to the Board of Supervisors upon request.

15. Coordinating strategic corporate issues across bureaus/divisions; and dan wajib memberikan informasi yang berkaitan dengan tugasnya kepada Direksi secara berkala dan kepada Dewan Pengawas apabila diminta.

15. Mengkoordinasikan isu strategis Perusahaan lintas biro/divisi.
16. Menyampaikan Laporan Tahunan atas pelaksanaan tugasnya kepada Direksi.

Fungsi Sekretaris Perusahaan

1. Memastikan bahwa Perusahaan mematuhi peraturan tentang persyaratan keterbukaan sejalan dengan penerapan prinsip-prinsip *Good Corporate Governance* (GCG).
2. Memberikan informasi yang dibutuhkan oleh Direksi dan Dewan Pengawas secara berkala dan/atas sewaktu-waktu apabila diminta.
3. Menjadi penghubung (liaison officer).
4. Menatausahakan serta menyimpan dokumen Perusahaan, termasuk tetapi tidak terbatas pada Daftar Pemilik Modal, Daftar Khusus, dan risalah rapat Direksi, rapat Dewan Pengawas, dan RPB.

Laporan Pelaksanaan Tugas Sekretaris Perusahaan Tahun 2025

Di tahun 2025, Sekretaris Perusahaan telah melaksanakan berbagai kegiatan dan program kerja, antara lain:

1. Penyelenggaraan Rapat Pembahasan Bersama.
2. Penyelenggaraan Rapat Direksi serta Rapat Gabungan dengan Dewan Pengawas.
3. Mendokumentasikan risalah-risalah rapat.
4. Menyusun Laporan Tahunan dan Laporan Keberlanjutan untuk Tahun Buku 2024.

16. Submitting annual reports on the implementation of its duties to the Board of Directors.

Functions of the Corporate Secretary

1. Ensuring the Company's compliance with disclosure requirements in line with GCG principles.

2. Providing information required by the Board of Directors and Board of Supervisors on a regular basis and/or whenever requested.

3. Acting as a liaison officer.

4. Managing and maintaining Company documents, including but not limited to the Register of Capital Owners, Special Register, and minutes of Board of Directors meetings, Board of Supervisors meetings, and Joint Review Meetings (RPB).

Report on the Corporate Secretary's Activities in 2025

In 2025, the Corporate Secretary carried out various activities and work programs, including:

1. Organizing Joint Review Meetings (RPB);

2. Organizing Board of Directors meetings and joint meetings with the Board of Supervisors;

3. Documenting meeting minutes;

4. Preparing the 2024 Annual Report and Sustainability Report;

5. Supporting the dissemination of Good Corporate Governance (GCG) implementation throughout the Company;

6. 6. Organizing corporate communication activities through publications, press releases, sponsorship activities, corporate branding, and other related initiatives; and

5. Mendukung sosialisasi penerapan *Good Corporate Governance* (GCG) di lingkungan Perusahaan.
6. Penyelenggaraan kegiatan terkait komunikasi korporasi melalui publikasi, siaran pers, kegiatan sponsorship, corporate branding, dan kegiatan lainnya.
7. Pemeliharaan hubungan Perusahaan dengan regulator.

Laporan hasil pelaksanaan kegiatan Tim Sekretariat Perusahaan di tahun 2025 dapat disampaikan sebagai berikut:

1. Terdapat 368 hasil peliputan kegiatan Perum Jasa Tirta II;
2. Engagement atas Instagram Perum Jasa Tirta II tercatat sebanyak 73.467, sementara target KPI adalah 42.000;
3. Realisasi jumlah konten media sosial tercatat sebanyak 493, sementara target KPI adalah 360;
4. Tercatat ada 60 kategori pemberitaan, dengan jumlah link berita tercatat 647, sementara target KPI adalah 641;
5. Terdapat 91 permintaan informasi publik, dimana utamanya terkait dengan saran dan perbaikan informasi publik yang perlu disampaikan yaitu tentang sosialisasi dan koordinasi; e-proc berbasis KIP; monitoring dan evaluasi; dan pelayanan disabilitas.

Satuan Pengawasan Intern

Perusahaan telah memiliki fungsi audit internal yang dijalankan oleh Satuan Pengawasan Intern (SPI), sesuai dengan amanat Undang-Undang No. 19 Tahun 2003 tentang Badan Usaha Milik Negara, Peraturan Menteri Badan Usaha Milik Negara No. PER-2/MBU/03/2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara, dan Peraturan Pemerintah No. 25 Tahun 2022 tentang Perusahaan Umum (Perum) Jasa Tirta II.

7. Maintaining the Company's relationship with regulators.

The achievements of the Corporate Secretary Team during 2025 were as follows:

1. A total of 368 media coverage reports on Perum Jasa Tirta II activities were recorded;
2. Instagram engagement reached 73,467, exceeding the KPI target of 42,000;
3. A total of 493 social media contents were published, exceeding the KPI target of 360;
4. A total of 60 news categories were recorded, with 647 news links published, compared to the KPI target of 641; and
5. A total of 91 public information requests were received, primarily related to suggestions and improvements concerning public information dissemination, including socialization and coordination, KIP-based e-procurement, monitoring and evaluation, and services for persons with disabilities.

Internal Audit Unit

The Company has established an internal audit function carried out by the Internal Audit Unit (SPI), in accordance with Law No. 19 of 2003 concerning State-Owned Enterprises, Minister of State-Owned Enterprises Regulation No. PER-2/MBU/03/2023 concerning Guidelines for Corporate Governance and Significant Corporate Activities of State-Owned Enterprises, and Government Regulation No. 25 of 2022 concerning Perum Jasa Tirta II.

In carrying out its functions, SPI serves as a trusted strategic partner to management, operating professionally, objectively, and independently to provide added value in achieving the Company's objectives through improving the effectiveness of risk management, compliance with laws and regulations, and the implementation of Good Corporate Governance.

Dalam menjalankan fungsinya, SPI berperan sebagai mitra strategis bagi manajemen yang dapat dipercaya, bertindak profesional, obyektif, dan independen sehingga dapat memberikan nilai tambah bagi pencapaian tujuan Perusahaan melalui upaya peningkatan efektivitas pengelolaan risiko, kepatuhan terhadap peraturan dan perundang-undangan, serta Tata Kelola Perusahaan yang Baik.

Struktur dan Kedudukan SPI

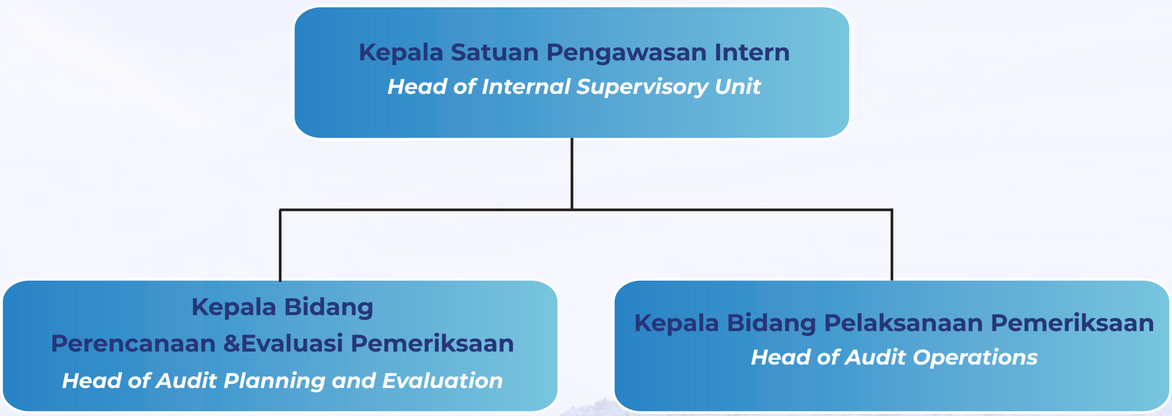
Kedudukan SPI berada langsung dibawah Direktur Utama. Hal ini untuk menjamin sebagaimana yang dipersyaratkan dalam undang-undang dan peraturan pemerintah. Penetapan Kepala SPI oleh Direktur Utama harus memenuhi kualifikasi dan kompetensi serta mendapat persetujuan Dewan Pengawas selaku wakil dari pemilik perusahaan/pemilik modal.

Berdasarkan Peraturan Direksi Perum Jasa Tirta No. PRD-17/DIR/12/2021 tentang Struktur Organisasi dan Tata Kerja Perusahaan Umum (Perum) Jasa Tirta II, struktur organisasi SPI adalah sebagai berikut:

Structure and Position of SPI

The Internal Audit Unit reports directly to the President Director. This reporting structure is intended to ensure compliance with applicable laws and government regulations. The appointment of the Head of SPI by the President Director must fulfill the required qualifications and competencies and obtain approval from the Board of Supervisors as the representative of the Company's Capital Owner.

Pursuant to Board of Directors Regulation No. PRD-17/DIR/12/2021 concerning the Organizational Structure and Working Procedures of Perum Jasa Tirta II, the organizational structure of SPI is as follows:



Jumlah dan Komposisi Personil SPI

Hingga 31 Desember 2025, personil SPI berjumlah 13 orang, dengan 1 (satu) orang sebagai Kepala SPI, 2 orang auditor, dan 1 petugas Tata Usaha.

Profil Kepala SPI

Dadang Hidayat, ST., MT

Warga Negara Indonesia, lahir di Ciamis, 6 November 1970. Memperoleh gelar Sarjana Teknik jurusan Teknik Mesin dari Universitas Pasundan tahun 1997 dan gelar Magister Teknik Mesin dari ISTN tahun 2012.

Tugas dan Tanggung Jawab SPI

SPI telah memiliki Piagam Satuan Pengawasan Intern yang didasarkan pada Keputusan Menteri BUMN No. KEP-117/M-MBU/2002 tentang Penerapan Praktik *Good Corporate Governance* pada Badan Usaha Milik Negara, Salinan Keputusan Sekretaris Kementerian Badan Usaha Milik Negara No. SK-16/S.MBU/2012 tentang Indikator/Parameter Penilaian dan Evaluasi atas Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*). Piagam SPI disusun sebagai pedoman standar yang memuat kriteria minimal tentang fungsi Audit Internal yang perlu diselenggarakan oleh Perusahaan dan aspek-aspek yang berkaitan dengan pelaksanaan Audit Internal, sehingga dapat tercipta kesamaan pemahaman dan landasan mengenai tingkat pemeliharaan kepentingan dan komitmen dari semua pihak yang terkait dengan Perusahaan.

Berdasarkan Peraturan Direksi Perum Jasa Tirta II, SPI mempunyai tanggung jawab dan fungsi sebagai berikut:

1. Pengelolaan risiko, program kerja, dan *Key Performance Indicator* (KPI) SPI.

Number and Composition of Internal Audit Unit Personnel

As of December 31, 2025, the Internal Audit Unit (SPI) consisted of 13 personnel, comprising one (1) Head of SPI, two (2) auditors, and one (1) administrative officer.

Profile of the Head of SPI

Dadang Hidayat, ST., MT

An Indonesian citizen, born in Ciamis on November 6, 1970. He earned a Bachelor's Degree in Mechanical Engineering from Pasundan University in 1997 and a Master's Degree in Mechanical Engineering from the National Institute of Science and Technology (ISTN) in 2012.

Duties and Responsibilities of SPI

SPI has established an Internal Audit Charter based on the Minister of State-Owned Enterprises Decree No. KEP-117/M-MBU/2002 concerning the Implementation of Good Corporate Governance Practices in State-Owned Enterprises and the Copy of the Decree of the Secretary of the Ministry of State-Owned Enterprises No. SK-16/S.MBU/2012 concerning Indicators/Parameters for the Assessment and Evaluation of Good Corporate Governance Implementation in State-Owned Enterprises. The SPI Charter serves as a standard guideline containing the minimum criteria for the internal audit function to be implemented by the Company, as well as aspects related to internal audit execution, thereby establishing a common understanding and foundation regarding the commitment and safeguarding of interests among all parties associated with the Company.

Pursuant to the Board of Directors Regulation of Perum Jasa Tirta II, SPI has the following responsibilities and functions:

Penyusunan, *review*, dan sosialisasi aturan/pedoman, prosedur.

2. Pemeriksaan (audit) operasional dan keuangan, pemeriksaan dengan tujuan tertentu dan monitoring evaluasi tindak lanjut hasil pemeriksaan:
   a. Pemeriksaan (audit) internal sistem manajemen mutu.
   b. Evaluasi pengendalian internal.
   c. Penilaian program jaminan kualitas SPI.
   d. Piagam SPI.
3. Pelaksanaan pengadaan barang/jasa sesuai kewenangan.
4. Penyusunan rencana paket pengadaan barang/jasa berdasarkan RKAP.
5. Pembuatan kelengkapan dokumen rencana pengadaan termasuk namun tidak terbatas pada KAK, Harga Perkiraan Sendiri (HPS), dan Rancangan Kontrak untuk pekerjaan jasa konsultansi sesuai dengan pedoman pengadaan barang dan jasa yang berlaku.
6. Penyiapan naskah *Memorandum of Understanding* (MoU) dan/atau Perjanjian Kerja Sama (PKS) sesuai dengan tugas dan fungsi.
7. Penyusunan Program Kerja Pemeriksaan Tahunan (PKPT) SPI.
8. Pelaksanaan pemeriksaan operasional dan keuangan, pemeriksaan dengan tujuan tertentu, dan pemeriksaan internal sistem manajemen mutu sesuai dengan ketentuan yang berlaku.
9. Pendampingan kegiatan pemeriksaan/penilaian yang dilakukan oleh pihak eksternal sesuai dengan tugas dan fungsi.

1. Managing SPI risk management activities, work programs, and Key Performance Indicators (KPIs);

2. Preparing, reviewing, and disseminating rules, guidelines, and procedures related to:
   a. Operational and financial audits, special-purpose audits, and monitoring and evaluation of audit follow-up actions;
   b. Internal audits of quality management systems;
   c. Internal control evaluations;
   d. Assessment of SPI quality assurance programs; and
   e. SPI Charter management.

3. Conducting procurement of goods and services within its authority;

4. Preparing procurement package plans based on the RKAP;

5. Preparing procurement planning documents, including but not limited to Terms of Reference (TOR), Owner's Cost Estimates (HPS), and draft contracts for consultancy services in accordance with applicable procurement guidelines;

6. Preparing Memoranda of Understanding (MoUs) and/or Cooperation Agreements (PKS) in accordance with its duties and functions;

7. Preparing the Annual Audit Work Program (PKPT);

8. Conducting operational and financial audits, special-purpose audits, and internal audits of quality management systems in accordance with applicable regulations;

10. Monitoring dan evaluasi atas progress tindak lanjut hasil pemeriksaan auditor internal dan eksternal.
11. Penyelenggaraan pemeriksaan sistem manajemen mutu oleh pihak eksternal.
12. Penyelenggaraan asesmen implementasi Tata Kelola Perusahaan yang Baik yang dilakukan oleh pihak eksternal.
13. Evaluasi implementasi Tata Kelola Perusahaan yang baik dan manajemen risiko.
14. Evaluasi efektivitas pelaksanaan pengendalian internal Perusahaan.
15. Penyelenggaraan penilaian program jaminan kualitas (quality assurance) kinerja SPI.
16. Fungsi konsultansi perbaikan sistem pengendalian intern, manajemen risiko, dan Tata Kelola Perusahaan yang Baik.
17. Penyelenggaraan rapat koordinasi bidang pengawasan dengan Komite Audit.
18. Memonitor tindak lanjut atas hasil pemeriksaan yang telah dilaporkan.
19. Pengendalian bukti kerja pelaksanaan tugas dan fungsi.
20. Pembuatan laporan hasil pelaksanaan tugas dan fungsi.
21. Pengelolaan dan pertanggungjawaban uang muka kerja unit kerja.

Laporan Pelaksanaan Audit Internal Tahun 2025

Pemeriksaan/Audit

1. Pemeriksaan Operasional dan Keuangan

9. Assisting external audits and assessments in accordance with its duties and functions;

10. Monitoring and evaluating the progress of follow-up actions on findings from internal and external auditors;

11. Coordinating external quality management system audits;

12. Coordinating external assessments of Good Corporate Governance implementation;

13. Evaluating the implementation of Good Corporate Governance and risk management;

14. Evaluating the effectiveness of the Company's internal control system;

15. Conducting quality assurance assessments of SPI performance;

16. Providing consulting services related to internal control systems, risk management, and Good Corporate Governance improvements;

17. Organizing coordination meetings with the Audit Committee;

18. Monitoring follow-up actions on reported audit findings;

19. Managing working papers and supporting evidence related to duties and functions;

20. Preparing reports on the implementation of duties and functions; and

21. Managing and accounting for operational advances of the work unit.

Internal Audit Activities Report 2025

Audits and Examinations

1. Operational and Financial Audits

a. Dilakukan sebanyak 2 (dua) kali, periode pertama selama 47 hari dan periode kedua selama 40 hari.

b. Periode pertama dilakukan terhadap: Kantor Pusat, Unit PLTA, Unit Wilayah IV, Unit Wilayah III, Unit Wilayah II, Unit Wilayah I, Unit Wilayah V, Unit Wilayah VI, dan Unit Wilayah VII.

c. Periode kedua dilakukan terhadap: Kantor Pusat dan Anak Perusahaan, Unit Wilayah PLTA, Unit Wilayah IV, Unit Wilayah III, Unit Wilayah I, Unit Wilayah II, Unit Wilayah V, Unit Wilayah VI, dan Unit Wilayah VII.

2. Audit Sistem Manajemen

a. Resertifikasi Sistem Manajemen Mutu ISO 9001:2015.

b. Resertifikasi Sistem Manajemen Anti Penyuapan ISO 37001:2016.

c. Audit Internal Sistem Manajemen Mutu ISO 9001:2015.

d. Audit Internal Sistem Manajemen Anti Penyuapan (SMAP) ISO 37001:2016.

3. Pemeriksaan Dengan Tujuan Tertentu (PDTT)

Dilaksanakan PDTT di Triwulan I 2025 terkait Permasalahan Keuangan Dana Pensiun Jasa Tirta II Dalam Likuidasi Tahun 2025.

Monitoring dan Evaluasi

1. Monitoring dan Evaluasi Tindak Lanjut Pemeriksaan

2. Realisasi monitoring dan evaluasi tindak lanjut di Triwulan I, II, III, dan IV 2025 terhadap hasil pemeriksaan BPK, KAP, SP, Audit Internal, dan Audit Eksternal Sistem Manajemen.

3. Audit ICoFR Tahun 2023 terhadap: Struktur Organisasi, Siklus Akun Pendapatan, Siklus Akun Aset Tetap, Siklus Akun Beban, Siklus Akun Utang, ITGC, Divisi Manajemen Aset & Arsip,

a. Operational and financial audits were conducted twice during 2025. The first audit period lasted 47 days, while the second audit period lasted 40 days.

b. The first audit covered: Head Office; Hydropower Unit (PLTA); Regional Unit IV; Regional Unit III; Regional Unit II; Regional Unit I; Regional Unit V; Regional Unit VI; and Regional Unit VII.

3. The second audit covered: Head Office and Subsidiaries; Hydropower Regional Unit; Regional Unit IV; Regional Unit III; Regional Unit I; Regional Unit II; Regional Unit V; Regional Unit VI; and Regional Unit VII.

2. Management System Audits

a. Recertification Audit of ISO 9001:2015 Quality Management System;

b. Recertification Audit of ISO 37001:2016 Anti-Bribery Management System;

c. Internal Audit of ISO 9001:2015 Quality Management System; and

3. Internal Audit of ISO 37001:2016 Anti-Bribery Management System.Special-Purpose Audit (PDTT)

A Special-Purpose Audit was conducted in the first quarter of 2025 concerning the financial issues of the Jasa Tirta II Pension Fund in liquidation.

Monitoring and Evaluation

1. Monitoring and Evaluation of Audit Follow-Up Actions

2. Monitoring and evaluation activities were conducted during the first, second, third, and fourth quarters of 2025 on audit findings issued by BPK, Public Accounting Firms (KAP), Supervisory Units, Internal Audit, and External Management System Audits.

3. The 2023 ICoFR Audit covered:Organizational Structure; Revenue Account Cycle; Fixed Asset

Divisi Pengelolaan Manajemen Office, Unit Wilayah I, Unit Wilayah II, Unit Wilayah IV, Unit Wilayah V, dan Unit PLTA.

Rapat Koordinasi dengan Komite Audit

1. 15 Januari 2025 perihal Pembahasan Monev Triwulan IV 2024.
2. 25 April 2025 perihal Pembahasan Monev Triwulan I 2025.
3. 25 Juli 2025 perihal Pembahasan Monev Triwulan II 2025.
4. 12 November 2025 perihal Pembahasan Monev Triwulan III 2025 dan Hasil Pelaksanaan Audit Semester II 2025.

Evaluasi

1. **Telaahan Staf**
   Kegiatan evaluasi terhadap pelaksanaan proses bisnis Perusahaan yang berdampak terhadap capaian kinerja Perusahaan. Dilaksanakan di Triwulan III 2025.
2. **Evaluasi Manajemen Risiko**
   Kegiatan mengevaluasi efektivitas pelaksanaan manajemen risiko, termasuk upaya mitigasi risiko terhadap risiko oleh setiap unit kerja di lingkungan Perusahaan. Dilaksanakan di Triwulan IV 2025.
3. **Evaluasi Sistem Pengendalian Intern**
   Dilaksanakan di Triwulan IV 2025.
4. **Quality Assurance**
   Dilaksanakan di Triwulan IV 2025.
5. **Risk Maturity Index**
   Dilaksanakan penilaian Indeks Kematangan Risiko Tahun 2025 atas Tahun Buku 2024 dengan skor sebesar 2,9, yang menggambarkan bahwa Perum Jasa Tirta II telah membangun pondasi manajemen risiko yang cukup kuat dengan praktik yang sejalan dengan standar industri, kerangka kerja dan sistem pendukung yang

Account Cycle; Expense Account Cycle; Liability Account Cycle; IT General Controls (ITGC); Asset & Records Management Division; Office Management Division; Regional Units I, II, IV, and V; and Hydropower Unit (PLTA).

Coordination Meetings with the Audit Committee

1. *January 15, 2025: Discussion on Fourth Quarter 2024 Monitoring and Evaluation Results;*
2. *April 25, 2025: Discussion on First Quarter 2025 Monitoring and Evaluation Results;*
3. *July 25, 2025: Discussion on Second Quarter 2025 Monitoring and Evaluation Results; and*
4. *November 12, 2025: Discussion on Third Quarter 2025 Monitoring and Evaluation Results and the Second Semester 2025 Audit Results.*

Evaluation

1. ***Staff Reviews***
   Evaluation activities were conducted on the implementation of the Company's business processes and their impact on corporate performance. These activities were carried out during the third quarter of 2025.
2. ***Risk Management Evaluation***
   An evaluation of the effectiveness of risk management implementation, including mitigation efforts undertaken by each work unit, was conducted during the fourth quarter of 2025.
3. ***Internal Control System Evaluation***
   Conducted during the fourth quarter of 2025.
4. ***Quality Assurance***
   Conducted during the fourth quarter of 2025.
5. ***Risk Maturity Index***

sudah diterapkan. Penerapan prinsip manajemen risiko juga telah konsisten di seluruh lini Perusahaan, target kinerja berhasil dijabarkan hingga ke tingkat individu meskipun efektivitas implementasinya masih perlu ditingkatkan secara merata.

Pendampingan

1. *Surveillance* ISO 9001:2015

   Dilaksanakan Resertifikasi SMM ISO 9001:2015 oleh pihak eksternal di Triwulan I 2025, dengan status Sertifikat ISO 9001: 2015 "dapat dipertahankan".

2. *Surveillance* ISO 37001:2016

   Dilaksanakan Resertifikasi SMAP ISO 37001:2016 oleh pihak eksternal di Triwulan I 2025.

3. *Internal Control Over Financial Reporting* (ICoFR)

   Berdasarkan SK Direksi Perum Jasa Tirta II, Rencana Kerja Triwulan Tahun 2025 Target Produksi, Pemasaran (Pendapatan) dan Beban Unit Wilayah, Unit Usaha, Unit & Kantor Pusat Perum Jasa Tirta II beralih menjadi tugas dan fungsi Divisi Manajemen Risiko.

4. Evaluasi (*Self-Assessment*) Implementasi Tata Kelola Perusahaan yang Baik

   Dilaksanakan evaluasi implementasi GCG Tahun 2024 di Semester II 2025 dengan perolehan skor 89,29 atau "Sangat Baik".

5. Penilaian ICORPAX (*Indonesian Corporate Accountability Index*)

   Dilaksanakan oleh BPKP di Triwulan II 2025.

6. Pendampingan KAP

   a. Pendampingan KAP Tahun 2024 atas Laporan Keuangan Konsolidasian serta Laporan Keuangan dan Pelaksanaan Program Pendanaan Usaha Mikro dan Usaha Kecil (PUMK) PJT II dan Entitas anak Tahun Buku

The 2025 Risk Maturity Index assessment for Fiscal Year 2024 resulted in a score of 2.9, indicating that Perum Jasa Tirta II has established a reasonably strong risk management foundation with practices aligned with industry standards, supported by established frameworks and systems. Risk management principles have been consistently implemented across the Company, and performance targets have been cascaded to the individual level. However, implementation effectiveness still requires further improvement across all organizational levels.

Advisory and Assistance

1. *ISO 9001:2015 Surveillance*

   An external recertification audit of the ISO 9001:2015 Quality Management System was conducted during the first quarter of 2025, resulting in the certification status being maintained.

2. *ISO 37001:2016 Surveillance*

   An external recertification audit of the ISO 37001:2016 Anti-Bribery Management System was conducted during the first quarter of 2025.

3. *Internal Control Over Financial Reporting (ICoFR)*

   Based on a Board of Directors Decree of Perum Jasa Tirta II, responsibility for quarterly work plans related to production, marketing (revenue), and expense targets of Regional Units, Business Units, Units, and Head Office was transferred to the Risk Management Division in 2025.

4. *Self-Assessment of Good Corporate Governance Implementation*

   An assessment of the Company's 2024 GCG implementation was conducted during the second semester of 2025, resulting in a score of 89.29, categorized

2024.

b. Pendampingan KAP Tahun 2025 atas Laporan Keuangan Konsolidasian serta Laporan Keuangan dan Pelaksanaan Program Pendanaan Usaha Mikro dan Usaha Kecil (PUMK) PJT II dan Entitas anak Tahun Buku 2025.

Audit Eksternal/Akuntan Publik

Berdasarkan Surat Menteri Badan Usaha Milik Negara no:S-386/MBU/06/2025, Perusahaan menunjuk Kantor Akuntan Publik (KAP) Amir Abadi Jusuf Aryanto, Mawar & Rekan (RSM) untuk melakukan audit terhadap laporan keuangan konsolidasian Perum Jasa Tirta II dan Entitas Anaknya, yang terdiri dari laporan posisi keuangan konsolidasian tanggal 31 Desember 2025, serta laporan laba rugi dan penghasilan komprehensif lain konsolidasian, laporan perubahan ekuitas konsolidasian, dan laporan arus kas konsolidasian untuk tahun yang berakhir pada tanggal tersebut, serta catatan atas laporan keuangan konsolidasian, termasuk informasi kebijakan akuntansi material.

Berdasarkan Surat KAP Amir Abadi Jusuf Aryanto, Mawar & Rekan (RSM) No. 00243/2.1030/AU.1/05/1155-2/1/III/2026 tertanggal 16 Maret 2026 laporan keuangan Perusahaan Umum Jasa Tirta II menyajikan secara wajar, dalam semua hal yang material, posisi keuangan konsolidasian Grup tanggal 31 Desember 2025, serta kinerja keuangan konsolidasian dan arus kas konsolidasiannya untuk tahun yang berakhir pada tanggal tersebut, sesuai dengan Standar Akuntansi Keuangan di Indonesia.

KAP Amir Abadi Jusuf, Aryanto, Mawar & Rekan (RSM) telah digunakan Perusahaan untuk jasa tersebut diatas sejak tahun 2021.

Sistem Pengendalian Internal

Dalam menjalankan usaha, Perum Jasa Tirta II menerapkan Sistem Pengendalian Internal sebagai upaya untuk memberikan

as "Very Good."

5. *ICORPAX Assessment (Indonesian Corporate Accountability Index)*

   The assessment was conducted by BPKP during the second quarter of 2025.

6. *Assistance for Public Accounting Firm Audits*
   a. *The 2024 audit of the consolidated financial statements, as well as the financial statements and implementation of the Micro and Small Enterprise Financing Program (PUMK) of PJT II and its subsidiaries; and*
   b. *The 2025 audit of the consolidated financial statements, as well as the financial statements and implementation of the PUMK Program of PJT II and its subsidiaries.*

External Audit/Public Accountant

Based on the Letter of the Ministry of State-Owned Enterprises No. S-386/MBU/06/2025, the Company appointed KAP Amir Abadi Jusuf Aryanto, Mawar & Rekan (RSM) to audit the consolidated financial statements of Perum Jasa Tirta II and its subsidiaries, including the consolidated statement of financial position as of December 31, 2025, the consolidated statements of profit or loss and other comprehensive income, changes in equity, and cash flows for the year then ended, as well as the notes to the consolidated financial statements, including material accounting policy information.

Based on the Independent Auditor's Report of KAP Amir Abadi Jusuf Aryanto, Mawar & Rekan (RSM) No. 00243/2.1030/AU.1/05/1155-2/1/III/2026 dated March 16, 2026, the financial statements of Perum Jasa Tirta II fairly present, in all material respects, the consolidated financial position of the Group as of December 31, 2025, and its consolidated financial performance keyakinan yang memadai atas tercapainya efektivitas dan efisiensi operasi, keandalan pelaporan keuangan, serta kepatuhan terhadap hukum dan peraturan yang berlaku. Pengendalian internal dijalankan oleh seluruh organ tata Kelola, termasuk Dewan Pengawas, Direksi, dan anggota manajemen. Dalam pelaksanaannya, sistem pengendalian internal mencakup pengendalian pada keuangan, operasional, serta seluruh proses bisnis dan fungsi-fungsi organisasi.

Pelaksanaan sistem pengendalian internal didasarkan pada Undang-Undang No. 19 Tahun 2003 tentang Badan Usaha Milik Negara, Peraturan Menteri Negara BUMN No. PER-01/MBU/2012 tentang Perubahan Peraturan Menteri Negara BUMN No. PER-01/MBU/2011 tentang Penerapan Tata Kelola Perusahaan yang Baik yang mengharuskan Direksi BUMN menerapkan Sistem Pengendalian Internal Perusahaan yang efektif untuk mengamankan investasi dan aset BUMN.

Kerangka sistem pengendalian internal Perum Jasa Tirta II telah sesuai dengan kerangka kerja yang diakui secara internasional, yakni *Committee of Sponsoring Organization of the Treadway Commission* (COSO).

Sistem pengendalian internal PJT II terdiri dari 5 (lima) unsur pengendalian yaitu:

1. Lingkungan Pengendalian yang diwujudkan dalam bentuk kondisi yang dapat menciptakan suasana kerja yang kondusif, mengembangkan dan melaksanakan kompetensi, independensi, integritas, serta patuh pada peraturan yang berlaku di Perusahaan;
2. Penilaian Risiko merupakan tindakan untuk menentukan pengaruh negatif suatu peristiwa yang tidak diharapkan dan bila terjadi akan menghalangi pencapaian tujuan Perusahaan;

and cash flows for the year then ended, in accordance with Indonesian Financial Accounting Standards.

KAP Amir Abadi Jusuf Aryanto, Mawar & Rekan (RSM) has provided these audit services to the Company since 2021.

Internal Control System

In conducting its business activities, Perum Jasa Tirta II implements an Internal Control System to provide reasonable assurance regarding the achievement of operational effectiveness and efficiency, reliability of financial reporting, and compliance with applicable laws and regulations. Internal controls are implemented by all governance organs, including the Board of Supervisors, Board of Directors, and management. The system covers financial controls, operational controls, business processes, and organizational functions.

The implementation of the Internal Control System is based on Law No. 19 of 2003 concerning State-Owned Enterprises and Minister of State-Owned Enterprises Regulation No. PER-01/MBU/2012, which amended Regulation No. PER-01/MBU/2011 concerning the Implementation of Good Corporate Governance and requires SOE Boards of Directors to establish an effective Internal Control System to safeguard SOE investments and assets.

The Internal Control System framework of Perum Jasa Tirta II is aligned with the internationally recognized framework developed by the Committee of Sponsoring Organizations of the Treadway Commission (COSO).

The Company's Internal Control System consists of five (5) components:

1. *Control Environment, which establishes a conducive working environment that promotes competence, independence, integrity, and compliance with Company regulations;*

3. Kegiatan Pengendalian mencakup penetapan kebijakan dan prosedur pengendalian serta proses verifikasi untuk memastikan bahwa kebijakan dan prosedur yang ada secara konsisten dipatuhi;
4. Informasi dan Komunikasi yang meliputi unsur pengendalian yaitu penggunaan informasi yang relevan, komunikasi internal, dan eksternal;
5. Pemantauan Sistem Pengendalian Internal untuk memastikan bahwa sistem pengendalian internal pada Perusahaan berjalan dengan baik.

Sistem Pengendalian Keuangan dan Operasional

Sistem pengendalian internal Perum Jasa Tirta II merupakan kerangka organisasi dan prosedur kerja operasional keuangan dan non-keuangan yang dapat memberi jaminan bahwa setiap pelaksanaan kegiatan di lingkungan Perusahaan dapat:

1. Menjaga dan mengamankan aset Perusahaan.
2. Mengurangi dampak keuangan/ kerugian, penyimpangan termasuk kecurangan/fraud.
3. Menjamin pelaksanaan semua kegiatan bisnis Perusahaan sesuai dengan ketentuan dan perundang-undangan yang berlaku.
4. Menyediakan informasi keuangan dan manajemen yang benar, lengkap dan tepat waktu.
5. Meningkatkan efisiensi, efektivitas, dan keekonomian dalam kegiatan operasional Perusahaan.
6. Meningkatkan efektivitas manajemen risiko pada organisasi secara menyeluruh.

2. Risk Assessment, which identifies and evaluates potential adverse events that may hinder the achievement of corporate objectives;

3. Control Activities, which involve the establishment of control policies, procedures, and verification processes to ensure consistent compliance;

4. Information and Communication, which ensure the use of relevant information and effective internal and external communication; and

5. Monitoring, which ensures the Internal Control System operates effectively.

Financial and Operational Control System

The Internal Control System of Perum Jasa Tirta II serves as an organizational and procedural framework governing both financial and non-financial operations to ensure that all activities:

1. Safeguard and protect Company assets.

2. Minimize financial losses, irregularities, and fraud.

3. Ensure compliance with applicable laws and regulations.

4. Provide accurate, complete, and timely financial and management information.

5. Improve operational efficiency, effectiveness, and economy.

6. Enhance the effectiveness of enterprise-wide risk management.

Evaluasi Pelaksanaan Sistem Pengendalian Internal Tahun 2025

Satuan Pengawasan Intern memiliki tanggung jawab untuk meninjau penerapan Sistem Pengendalian Internal secara berkala, dalam rangka mengukur efektivitas pengendalian yang telah ditetapkan.

Tujuan dari tinjauan berkala ini diantaranya:

1. Memastikan keandalan dan integritas informasi akuntansi, keuangan, dan operasi, serta cara menghasilkan dan melaporkan informasi tersebut.
2. Memastikan bahwa sistem sesuai dengan kebijakan Perusahaan, tujuan, standar, dan prosedur, serta peraturan perundang-undangan.
3. Melakukan evaluasi atas kecukupan pengamanan aset Perusahaan.

Dalam proses pemantauan sistem pengendalian internal, terdapat 3 (tiga) komponen yaitu: evaluasi berkelanjutan, evaluasi terpisah, serta evaluasi dan komunikasi kelemahan untuk perbaikan.

Di tahun 2025, Perusahaan telah melaksanakan monitoring evaluasi dimana dilakukan penilaian atas mutu kinerja sistem pengendalian internal secara terus-menerus dan menyatu dalam kegiatan operasional. Evaluasi tersebut mencakup proses penilaian atas capaian kualitas pengendalian intern dalam jangka waktu satu tahun buku. Kemudian, dilakukan evaluasi terpisah oleh Satuan Pengawasan Intern (SPI) dan pihak eksternal, yaitu auditor eksternal, serta dilakukan audit atau self-assessment yang diidentifikasi oleh SPI dan pihak lain untuk dilaporkan kepada Direksi.

Sistem Manajemen Risiko

Penjelasan tentang pengelolaan manajemen risiko di Perum Jasa Tirta II disampaikan dalam Bagian tersendiri dari Laporan Tahunan 2025 ini.

Evaluation of the Internal Control System in 2025

The Internal Audit Unit is responsible for periodically reviewing the implementation of the Internal Control System to assess the effectiveness of established controls.

The objectives of these periodic reviews include:

1. *Ensuring the reliability and integrity of accounting, financial, and operational information, including the methods used to generate and report such information;*
2. *Ensuring compliance with Company policies, objectives, standards, procedures, and applicable regulations; and*
3. *Evaluating the adequacy of safeguards over Company assets.*

The monitoring process consists of three (3) components: ongoing evaluations, separate evaluations, and evaluation and communication of deficiencies for corrective action.

In 2025, the Company conducted monitoring and evaluation activities to continuously assess the quality and effectiveness of the Internal Control System as an integral part of operations. The evaluation covered the effectiveness of internal controls over one fiscal year. Separate evaluations were also conducted by SPI and external parties, including external auditors. Audit activities and self-assessments identified by SPI and other parties were subsequently reported to the Board of Directors.

Risk Management System

Information regarding the implementation of risk management at Perum Jasa Tirta II is presented in a separate section of this 2025 Annual Report.

Tata Kelola Teknologi Informasi

Dalam rangka mendukung pengembangan usaha dan peningkatan daya saing Perusahaan, Dewan Pengawas dan Direksi Perum Jasa Tirta II secara konsisten memberikan arahan strategis terkait penguatan peran teknologi informasi sebagai enabler utama transformasi bisnis.

Fokus utama diarahkan pada penerapan transformasi digital yang terintegrasi di seluruh lini bisnis, baik pada operasional utama pengelolaan sumber daya air maupun fungsi pendukung Perusahaan.

Direksi juga menekankan pentingnya penyediaan data yang akurat, mutakhir dan real-time guna mendukung pengambilan keputusan strategis yang lebih responsif dan berbasis data.

Sepanjang tahun 2025, Perusahaan menghadapi sejumlah tantangan utama yang berkaitan dengan efisiensi operasional dan optimalisasi pemanfaatan teknologi informasi.

Tantangan tersebut meliputi belum terintegrasinya proses bisnis secara menyeluruh, ketersediaan data yang belum mutakhir, serta terbatasnya implementasi sistem informasi yang mengakibatkan sebagian proses bisnis masih dilakukan secara manual.

Dalam menjawab tantangan tersebut, Perusahaan menetapkan strategi transformasi digital secara menyeluruh melalui penguatan tata kelola teknologi informasi, percepatan digitalisasi proses bisnis, serta peningkatan kompetensi sumber daya manusia secara berkelanjutan melalui pelatihan dan sertifikasi. Selain itu, Perusahaan juga menetapkan champion (PIC pengguna aplikasi di lingkungan PJT II) untuk memastikan optimalisasi pemanfaatan sistem informasi dalam mendukung operasional Perusahaan.

Sementara itu, dari sisi teknologi informasi,

Information Technology Governance

To support business development and enhance competitiveness, the Board of Supervisors and Board of Directors of Perum Jasa Tirta II consistently provide strategic direction to strengthen the role of information technology as a key enabler of business transformation.

The primary focus is on implementing integrated digital transformation across all business lines, covering both core water resources management operations and supporting corporate functions.

The Board of Directors also emphasizes the importance of providing accurate, up-to-date, and real-time data to support more responsive and data-driven strategic decision-making.

Throughout 2025, the Company faced several key challenges related to operational efficiency and the optimization of information technology utilization.

These challenges included incomplete business process integration, the availability of outdated data, and limited implementation of information systems, resulting in certain business processes still being performed manually.

To address these challenges, the Company adopted a comprehensive digital transformation strategy focused on strengthening IT governance, accelerating business process digitalization, and continuously enhancing employee competencies through training and certification programs. In addition, the Company appointed champions (application user representatives within PJT II) to ensure the optimal utilization of information systems in supporting operations.

From an information technology perspective, the Company achieved significant progress in strengthening the

Perusahaan telah mencapai kemajuan dalam memperkuat fondasi transformasi digital. Hal ini ditandai dengan penyusunan *IT Master Plan* yang selaras dengan strategi perusahaan dan peningkatan integrasi sistem informasi.

Selain itu, kesadaran dan kebutuhan terhadap digitalisasi di seluruh unit kerja semakin meningkat, yang menjadi modal penting dalam mendorong percepatan transformasi digital perusahaan secara menyeluruh.

foundation of its digital transformation. This progress was marked by the development of an IT Master Plan aligned with the Company's strategy and enhanced information system integration.

Furthermore, awareness of and demand for digitalization across all work units continued to increase, providing a strong foundation for accelerating the Company's enterprise-wide digital transformation.

Perkara Penting

Dalam menjalankan kegiatan usahanya, Perum Jasa Tirta II memiliki prinsip pada kepatuhan dan prinsip korporasi yang sehat guna menghindari potensi atau dampak negatif atas adanya perkara hukum.

Di tahun 2025, berikut beberapa perkara hukum yang harus dihadapi Perusahaan:

Significant Legal Cases

In conducting its business activities, Perum Jasa Tirta II adheres to compliance requirements and sound corporate principles to prevent potential legal risks and adverse impacts.

In 2025, the Company faced the following legal cases:

No.	Isu Hukum / *Legal Issue*	Pihak Terlibat / *Parties Involved*	Target Waktu Penyelesaian / *Target Resolution Timeline*	Tindak Lanjut / *Follow-Up Actions*
1.	Sengketa lahan milik PJT II di Kampung Pangkalan Bambu, Kel. Margajaya, Kec. Bekasi Selatan, Kota Bekasi seluas 33.740 m2. / *Dispute concerning PJT II-owned land located in Pangkalan Bambu, Margajaya Urban Village, South Bekasi District, Bekasi City, covering an area of 33,740 m².* PJT II telah melakukan Upaya hukum melalui Pengadilan. Berdasarkan putusan Pengadilan, dinyatakan gugatan tidak dapat diterima (Niet Ontvankelijke Verklaard). PJT II akan mengajukan gugatan hukum baru. / *The Company has undertaken legal proceedings through the courts. Based on the court ruling, the claim was declared inadmissible (Niet Ontvankelijke Verklaard). The Company intends to initiate a new legal proceeding to protect its rights and interests over the disputed land.*	Deputi Hukum dan Per-UU-an Kementerian BUMN / *Deputy for Legal Affairs and Legislation, Ministry of State-Owned Enterprises (SOEs)* Kejaksaan Agung cq. Satgas Mafia Tanah Kementerian ATR/BPN / *Attorney General's Office c.q. Land Mafia Task Force, Ministry of Agrarian Affairs and Spatial Planning/National Land Agency (ATR/BPN)* - Kementerian Keuangan / *Ministry of Finance* - KPK / *Corruption Eradication Commission (KPK)* - Polda Metro Jaya / *Metro Jaya Regional Police* - PJT II / *Perum Jasa Tirta II (PJT II)*	Estimasi Triwulan III 2025 / *Estimated for the Third Quarter of 2025*	Melakukan penguatan kedudukan hukum (legal standing) PJT II terhadap obyek perkara. / *Strengthening PJT II's legal standing in relation to the disputed asset..*

No.	Isu Hukum / *Legal Issue*	Pihak Terlibat / *Parties Involved*	Target Waktu Penyelesaian / *Target Resolution Timeline*	Tindak Lanjut / *Follow-Up Actions*
2.	Adanya Gugatan PTUN dari Budi Sopiyan selaku ahli waris alm. Saeman Asrul terhadap Surat BPN Kab. Bekasi yang menolak permohonan sertifikasi dari yang bersangkutan terhadap tanah serah operasi Kementerian PU kepada PJT II yang terletak di Hilir Bendung Cikarang. / *There was an Administrative Court lawsuit filed by Budi Sopiyan, as the heir of the late Saeman Asrul, against a letter issued by the Bekasi Regency Land Office rejecting his application for land certification over land transferred for operational use by the Ministry of Public Works to PJT II, located downstream of the Cikarang Weir.*	- Penggugat: Budi Sopiyan / *Plaintiff: Budi Sopiyan* - Tergugat: Kantor Pertanahan Kab. Bekasi / *Defendant: Bekasi Regency Land Office* - Tergugat Intervensi: (1) Kementerian PU; (2) Dirjen SDA Kementerian PU; (3) PJT II / *Intervening Defendants: (1) Ministry of Public Works; (2) Directorate General of Water Resources, Ministry of Public Works; and (3) Perum Jasa Tirta II (PJT II)*	Estimasi di Triwulan II 2025 / *Estimated for the Second Quarter of 2025*	Perkara telah diputus pada 4 Juni 2025 dengan amar putusan gugatan Penggugat tidak dapat diterima, PJT II menang dalam perkara tersebut. / *The case was decided on June 4, 2025, with the Court ruling that the Plaintiff's claim was inadmissible. PJT II prevailed in the case.* Upaya hukum banding di Pengadilan Tinggi TUN Jakarta telah diputus pada 5 Desember 2025 dengan amar putusan menguatkan Putusan PTUN Bandung. / *The appeal filed with the Jakarta State Administrative High Court was decided on December 5, 2025, with the Court upholding the decision of the Bandung State Administrative Court (PTUN Bandung).* .
3.	Adanya pihak yang mengakui dan menguasai lahan milik PJT II di Pangkalan Jati, Kel. Cipinang Melayu, Kec. Makassar, Jakarta Timur, seluas 644 m2. / *Claims by certain parties asserting ownership and exercising control over PJT II-owned land located in Pangkalan Jati, Cipinang Melayu Urban Village, Makassar District, East Jakarta, covering an area of 644 m².*	- Penggugat: (1) Roswinawaty Sitompul; (2) Rahan Nara; (3) Renna / *Plaintiffs: (1) Roswinawaty Sitompul; (2) Rahan Nara; and (3) Renna.* - Tergugat: (1) Ahli Waris Nawiyah, dkk; (2) Kementerian PU dan Perumahan Rakyat RI; (3) Pemerintah Provinsi DKI Jakarta, Kota Administratif Jakarta Timur cq. Panitia Pengadaan Tanah untuk Kepentingan Umum; (4) PJT II; (5) Kantor Pertanahan Kota Administratif Jakarta Timur; (6) Pemerintah Provinsi DKI Jakarta Kota Administratif Jakarta Timur cq. Kec. Makassar; (7) Kota Administratif Jakarta Timur cq. Kec. Makassar; (8) PT Waskita Karya Tbk.		Saat ini dalam proses Kasasi di Mahkamah Agung RI. / *The case is currently under cassation review before the Supreme Court of the Republic of Indonesia.*

No.	Isu Hukum / *Legal Issue*	Pihak Terlibat / *Parties Involved*	Target Waktu Penyelesaian / *Target Resolution Timeline*	Tindak Lanjut / *Follow-Up Actions*
		Defendants: (1) The Heirs of Nawiyah et al.; (2) Ministry of Public Works and Public Housing of the Republic of Indonesia; (3) Provincial Government of DKI Jakarta, East Jakarta Administrative City c.q. Land Acquisition Committee for Public Interest Purposes; (4) Perum Jasa Tirta II (PJT II); (5) East Jakarta Administrative City Land Office; (6) Provincial Government of DKI Jakarta, East Jakarta Administrative City c.q. Makassar District Office; (7) East Jakarta Administrative City c.q. Makassar District Office; and (8) PT Waskita Karya Tbk.		.
4.	PJT II cq. Unit Wilayah IV sedang mengikuti proses permintaan pembayaran PT Pan Asia Jaya Abadi yang saat ini dalam Penundaan Kewajiban Pembayaran Utang (PKPU) sehubungan adanya piutang atas tagihan pemakaian air baku melalui Unit Wilayah IV. / *PJT II c.q. Regional Unit IV is participating in the debt restructuring process involving PT Pan Asia Jaya Abadi, which is currently undergoing a Suspension of Debt Payment Obligations (Penundaan Kewajiban Pembayaran Utang / PKPU), in relation to outstanding receivables for raw water supply services provided by Regional Unit IV.*	- Debitur: PT Pan Asia Jaya Abadi / *Debtor: PT Pan Asia Jaya Abadi* - Kreditur: PJT II / *Creditor: PJT II*		PN Jakarta Pusat: menunggu undangan lebih lanjut dari PT Pan Asia Jaya Abadi dan Tim Pengurus PKPU. / *The case is being handled by the Central Jakarta District Court. PJT II is currently awaiting further notification from PT Pan Asia Jaya Abadi and the PKPU Administrators regarding the continuation of the proceedings.*
5.	Adanya pihak yang mengakui dan menguasai lahan milik PJT II di Blok Rawa Belut Kampung Tangsi Patikoro RT 003 RW 06, Desa Sukadanau, Kec. Cikarang Barat, Bekasi, seluas + 77.500 m2. / *A third party has claimed ownership and exercised control over PJT II land located in Blok Rawa Belut, Kampung Tangsi Patikoro RT 003 RW 06, Sukadanau Village, West Cikarang District, Bekasi Regency, covering an area of approximately 77,500 m².*	- Penggugat: (1) Sainih; (2) Sutirman; (3) Suhendra / *Plaintiffs: (1) Sainih; (2) Sutirman; (3) Suhendra* - Tergugat: (1) Kementerian PU; (2) PJT II / *Defendants: (1) Ministry of Public Works; (2) PJT II* - Turut Tergugat: (1) PT Gunung Garuda; (2) PT Cikarang Listrindo; (3) PT Pertamina Gas Negara; (4) Pemerintah Daerah Kab. Bekasi; (5) BPN Kab. Bekasi / *Co-Defendants: (1) PT Gunung Garuda; (2) PT Cikarang Listrindo; (3) PT Pertamina Gas Negara; (4) Bekasi Regency Government; (5) Bekasi Regency Land Office (BPN)*	Estimasi di Triwulan I 2025 / *Estimated for the Third Quarter of 2025*	*PN Cikarang: Agenda Persidangan Pemeriksaan Setempat tanggal 23 Januari 2025 / Cikarang District Court: On-site inspection (local examination) hearing scheduled for 23 January 2025.*

No.	Isu Hukum / *Legal Issue*	Pihak Terlibat / *Parties Involved*	Target Waktu Penyelesaian / *Target Resolution Timeline*	Tindak Lanjut / *Follow-Up Actions*
5.	Adanya gugatan terkait perjanjian kerja sama air curah antara PT Waterindo Primatech Bekasi dengan PDAM Tirta Bhagasasi./ A lawsuit was filed concerning the bulk water supply agreement between PT Waterindo Primatech Bekasi and PDAM Tirta Bhagasasi.	- Penggugat: Izhar Ma'sum Rosadi / *Plaintiff: Izhar Ma'sum Rosadi* - Tergugat: (1) Dirut PDAM Tirta Bhagasasi tahun 2016 dan 2020; (2) Dirut PDAM Tirta Bhagasasi tahun 2025; (3) Dirut PT Waterindo Primatech Bekasi; (4) Dirut PT Indofood CBP Sukses Makmur Tbk; (5) Dirut PJT II. / Defendants: (1) President Director of PDAM Tirta Bhagasasi (2016 and 2020 term); (2) President Director of PDAM Tirta Bhagasasi (2025 term); (3) President Director of PT Waterindo Primatech Bekasi; (4) President Director of PT Indofood CBP Sukses Makmur Tbk; (5) President Director of PJT II	Estimasi Triwulan I 2025 / *Estimated for the First Quarter of 2025*	PN Jakarta Pusat: menunggu undangan lebih lanjut dari PT Pan Asia Jaya Abadi dan Tim Pengurus PKPU. / *The case is being handled by the Central Jakarta District Court. PJT II is currently awaiting further notification from PT Pan Asia Jaya Abadi and the PKPU Administrators regarding the continuation of the proceedings.*
6.	Adanya pihak yang mengakui dan menguasai lahan milik PJT II di Blok Rawa Belut Kampung Tangsi Patikoro RT 003 RW 06, Desa Sukadanau, Kec. Cikarang Barat, Bekasi, seluas + 77.500 m2. / *A third party has claimed ownership and exercised control over PJT II land located in Blok Rawa Belut, Kampung Tangsi Patikoro RT 003 RW 06, Sukadanau Village, West Cikarang District, Bekasi Regency, covering an area of approximately 77,500 m².*	- Penggugat: (1) Sainih; (2) Sutirman; (3) Suhendra / *Plaintiffs: (1) Sainih; (2) Sutirman; (3) Suhendra* - Tergugat: (1) Kementerian PU; (2) PJT II / *Defendants: (1) Ministry of Public Works; (2) PJT II* - Turut Tergugat: (1) PT Gunung Garuda; (2) PT Cikarang Listrindo; (3) PT Pertamina Gas Negara; (4) Pemerintah Daerah Kab. Bekasi; (5) BPN Kab. Bekasi / *Co-Defendants: (1) PT Gunung Garuda; (2) PT Cikarang Listrindo; (3) PT Pertamina Gas Negara; (4) Bekasi Regency Government; (5) Bekasi Regency Land Office (BPN)*	Estimasi di Triwulan I 2025 / *Estimated for the Third Quarter of 2025*	PN Jakarta Cikarang: pembuktian Bukti Surat dari Para Pihak pada 19 Januari 2025. / *Cikarang District Court: Submission and examination of documentary evidence by the parties were scheduled on 19 January 2025.25.*

Kode Etik Perusahaan: Etika Usaha dan Etika Bisnis

Sejak tahun 2009 Perusahaan telah memiliki Pedoman Etika Usaha dan Tata Perilaku sebagai bagian dari komitmen pelaksanaan prinsip-prinsip Tata Kelola Perusahaan yang Baik secara berkelanjutan.

Dalam Pedoman dimaksud, diatur diantaranya: Etika Usaha Perusahaan, Komitmen Perusahaan kepada Stakeholders, Tata Perilaku, Komitmen Akan Hal-hal Khusus, serta Penegakan dan Pelaporan.

Dalam rangka menjaga ketaatan pelaksanaan Pedoman Etika Usaha dan Tata Perilaku tersebut, di tahun 2025 dilakukan sosialisasi dalam bentuk pengantar umum kepada karyawan-karyawan baru Perusahaan dan media edukasi berupa poster atau *banner*.

Akses dan Keterbukaan Informasi

Dalam rangka memberikan informasi terkini tentang Perusahaan, kegiatan operasional, dan hal-hal lain terkait pengembangan secara berkelanjutan, publik dapat mengakses informasi dimaksud pada situs web Perusahaan dengan alamat www.jasatirta2.co.id.

Perusahaan juga menyampaikan informasi terkini melalui Facebook "Perum Jasa Tirta II; X @jasatirta_2; Instagram @jasatirta.2; dan Youtube "Perum Jasa Tirta II".

Kebijakan Anti Korupsi

Sejak tahun 2021, Perum Jasa Tirta II telah mengimplementasikan dan sertifikasi ISO 37001:2016 Sistem Manajemen Anti Penyuapan (SMAP) di beberapa Divisi dan Unit Kerja. Di tahun 2025, telah dilakukan Resertifikasi SMAP ISO 37001:2016 oleh pihak eksternal di Triwulan I.

Company Code of Conduct: Business Ethics and Corporate Conduct

Since 2009, the Company has maintained Business Ethics and Code of Conduct Guidelines as part of its commitment to the continuous implementation of Good Corporate Governance principles.

The Guidelines regulate, among other matters, the Company's Business Ethics, the Company's Commitment to Stakeholders, Code of Conduct, Commitment to Specific Matters, as well as Enforcement and Reporting.

To ensure compliance with the Business Ethics and Code of Conduct Guidelines, in 2025, the Company conducted socialization activities in the form of general induction for new employees and educational media such as posters and banners.

Access to and Disclosure of Information

To provide the public with up-to-date information on the Company, its operational activities, and other matters related to sustainable development, such information may be accessed through the Company's website at www.jasatirta2.co.id.

The Company also provides the latest information through Facebook "Perum Jasa Tirta II"; X @jasatirta_2; Instagram @ jasatirta.2; and YouTube "Perum Jasa Tirta II".

Anti-Corruption Policy

Since 2021, Perum Jasa Tirta II has implemented and obtained ISO 37001:2016 Anti-Bribery Management System (ABMS) certification across several divisions and work units. In 2025, an external recertification audit of ISO 37001:2016 ABMS was conducted in the first quarter.

Kebijakan Pemberian Dana untuk Aktivitas Politik

Berdasarkan peraturan perundang-undangan yang ada, Badan Usaha Milik Negara dilarang memberikan sumbangan atau dana untuk aktivitas politik, karena aset BUMN adalah kekayaan negara yang dipisahkan. Hal ini merujuk antara lain kepada Undang-Undang RI No. 2 Tahun 2008 tentang Partai Politik dan Undang-Undang RI No. 7 Tahun 2017 tentang Pemilihan Umum.

Sistem Pengaduan Pelanggaran atau *Whistleblowing System* (WBS)

Implementasi Sistem Pengaduan Pelanggaran atau *Whistleblowing System* (WBS) merupakan sarana Perusahaan untuk menerima dan menindaklanjuti laporan atau pengaduan atas dugaan pelanggaran yang terjadi di lingkungan Perusahaan. Sistem ini dirancang untuk memberikan akses kepada seluruh pemangku kepentingan, baik dari internal maupun eksternal, termasuk individu, badan hukum, maupun organisasi lainnya. Para pelapor dapat menyampaikan pengaduan mereka terkait dugaan tindakan yang tidak sesuai dengan peraturan perundang-undangan, kode etik, maupun kebijakan internal Perusahaan. Pengaduan dapat disampaikan melalui saluran resmi yang telah disediakan oleh Perusahaan.

Sistem Pengaduan Pelanggaran mencakup tahapan penerimaan laporan, pra-analisis awal, analisis dan evaluasi atas substansi pengaduan, serta monitoring terhadap tindak lanjut dan pengelolaan pengaduan tersebut. Perusahaan berkomitmen untuk menciptakan budaya kerja yang transparan, akuntabel dan berintegritas, serta memberikan perlindungan terhadap pelapor dari segala bentuk tekanan, intimidasi,

Policy on Contributions to Political Activities

Pursuant to applicable laws and regulations, State-Owned Enterprises are prohibited from providing donations or funds for political activities, as SOE assets constitute separated state assets. This refers, among others, to Law of the Republic of Indonesia No. 2 of 2008 concerning Political Parties and Law of the Republic of Indonesia No. 7 of 2017 concerning General Elections.

Whistleblowing System (WBS)

The implementation of the Whistleblowing System (WBS) serves as a channel for the Company to receive and follow up on reports or complaints regarding alleged violations occurring within the Company. This system is designed to provide access to all stakeholders, both internal and external, including individuals, legal entities, and other organizations. Whistleblowers may submit complaints regarding alleged actions that are inconsistent with applicable laws and regulations, the code of conduct, or the Company's internal policies. Complaints may be submitted through the official channels provided by the Company.

The Whistleblowing System covers the stages of report receipt, preliminary analysis, analysis and evaluation of the substance of complaints, as well as monitoring of follow-up actions and complaint management. The Company is committed to fostering a work culture that is transparent, accountable, and grounded in integrity, while providing protection to whistleblowers against any form of pressure, intimidation, or retaliation. The Whistleblowing System is evaluated periodically to ensure its effectiveness and accountability. The Company's WBS Guidelines were established through the Joint Decree of the Board of Directors and the Board of ataupun tindakan balasan lainnya. Sistem Pengaduan Pelanggaran dievaluasi berkala guna memastikan efektivitas dan akuntabilitas pelaksanaannya. Pedoman *Whistleblowing System* (WBS) di lingkungan Perusahaan ditetapkan melalui Keputusan bersama Direksi dan Dewan pengawas No KBS-1/DIR/06/2023 tanggal 21 Juni 2023 tentang Pedoman Pengelolaan Pengaduan Pelanggaran (WBS). Penerapan pedoman ini merupakan implementasi penerapan prinsip-prinsip GCG khususnya Pasal 45 Peraturan Menteri BUMN No. PER-02/MBU/03/2023 tanggal 24 Maret 2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara yang berbunyi "Setiap BUMN wajib menyelenggarakan WBS".

Dasar hukum Sistem Pelaporan Pelanggaran (WBS) adalah sebagai berikut:

1. Undang-Undang No. 19 Tahun 2003 tentang Badan Usaha Milik Negara sebagaimana telah diubah dengan Peraturan Pemerintah Pengganti Undang-Undang No. 2 Tahun 2022 tentang Cipta Kerja (Lembaran Negara Republik Indonesia Tahun 2003 No. 70. Tambahan Lembaran Negara Republik Indonesia No. 4297).
2. Undang-Undang No. 17 Tahun 2019 tentang Sumber Daya Air sebagaimana telah diubah dengan Peraturan Pemerintah Pengganti Undang-Undang No. 2 Tahun 2022 tentang Cipta Kerja (Lembaran Negara Republik Indonesia Tahun 2019 No. 109).
3. Peraturan Pemerintah No. 45 Tahun 2005 tentang Pendirian, Pengawasan dan Pembubaran Badan Usaha Milik Negara sebagaimana telah diubah dengan Peraturan Pemerintah No. 23 Tahun 2022 tentang Perubahan atas Peraturan Pemerintah No. 45 Tahun 2005 tentang Pendirian, Pengurusan, Pengawasan, dan Pembubaran Badan

Supervisors No. KBS-1/DIR/06/2023 dated June 21, 2023 concerning Guidelines for the Management of Violation Reporting (WBS). The implementation of these guidelines reflects the application of GCG principles, particularly Article 45 of Minister of State-Owned Enterprises Regulation No. PER-02/MBU/03/2023 dated March 24, 2023 concerning Guidelines for Corporate Governance and Significant Corporate Activities of State-Owned Enterprises, which states that "Every SOE is required to implement a WBS."

The legal basis for the implementation of the Whistleblowing System (WBS) is as follows:

1. *Law No. 19 of 2003 concerning State-Owned Enterprises, as amended by Government Regulation in Lieu of Law No. 2 of 2022 concerning Job Creation (State Gazette of the Republic of Indonesia of 2003 No. 70, Supplement to the State Gazette of the Republic of Indonesia No. 4297).*
2. *Law No. 17 of 2019 concerning Water Resources, as amended by Government Regulation in Lieu of Law No. 2 of 2022 concerning Job Creation (State Gazette of the Republic of Indonesia of 2019 No. 109).*
3. *Government Regulation No. 45 of 2005 concerning the Establishment, Management, Supervision, and Dissolution of State-Owned Enterprises, as amended by Government Regulation No. 23 of 2022 concerning Amendments to Government Regulation No. 45 of 2005.*
4. *Government Regulation No. 25 of 2022 concerning Perum Jasa Tirta II.*
5. *Minister of State-Owned Enterprises Regulation No. PER-02/MBU/03/2023 concerning Guidelines for Corporate Governance and Significant*

Usaha Milik Negara (Lembaran Negara Republik Indonesia Tahun 2005 No. 117, Tambahan Lembaran Negara Republik Indonesia No. 4556).

4. Peraturan Pemerintah No. 25 Tahun 2022 tentang Perum Jasa Tirta II (Lembaran Negara Republik Indonesia Tahun 2022 No. 156).
5. Peraturan Menteri Negara BUMN No. PER-02/MBU/3/2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara.
6. Peraturan Menteri Negara BUMN No. PER-03/MBU/3/2023 tentang Organ dan Sumber Daya Manusia Badan Usaha Milik Negara.
7. Peraturan Menteri Negara Badan Usaha Milik Negara no. PER-06/MBU/04/2021 tentang Perubahan atas Peraturan Menteri Badan Usaha Milik Negara No. PER-12/MBU/2012 tentang Organ Pendukung Dewan Komisaris/Dewan Pengawas Badan Usaha Milik Negara.
8. Peraturan Menteri Negara Badan Usaha Milik Negara No. PER-05/MBU/07/2021 tentang Persyaratan, Tata Cara Pengangkatan dan Pemberhentian Anggota Direksi Badan Usaha Milik Negara.
9. Peraturan Komisi Pemberantasan Korupsi (KPK) No. 2 Tahun 2019 tentang Pelaporan Gratifikasi.
10. Keputusan Menteri Badan Usaha Milik Negara (BUMN) sebagai Pemilik Modal Perusahaan Umum (Perum) Jasa Tirta II No. SK-4/MBU/01/2020 tentang Pemberhentian, Pengangkatan, dan Pengalihan Tugas Anggota-Anggota Dewan Pengawas Perusahaan Umum (Perum) Jasa Tirta II juncto Keputusan Menteri Badan Usaha Milik Negara (BUMN) Sebagai Pemilik Modal Perusahaan Umum (Perum) Jasa Tirta II No. SK-92/MBU/03/2020 tentang Pengangkatan Anggota Dewan Pengawas Perusahaan Umum (Perum)

Corporate Activities of State-Owned Enterprises.

6. *Minister of State-Owned Enterprises Regulation No. PER-03/MBU/03/2023 concerning Organs and Human Resources of State-Owned Enterprises.*
7. *Minister of State-Owned Enterprises Regulation No. PER-06/MBU/04/2021 concerning Amendments to Minister of State-Owned Enterprises Regulation No. PER-12/MBU/2012 regarding Supporting Organs of the Board of Commissioners/Board of Supervisors of State-Owned Enterprises.*
8. *Minister of State-Owned Enterprises Regulation No. PER-05/MBU/07/2021 concerning Requirements, Procedures for Appointment, and Dismissal of Members of the Board of Directors of State-Owned Enterprises.*
9. *Corruption Eradication Commission (KPK) Regulation No. 2 of 2019 concerning Gratification Reporting.*
10. *Decree of the Minister of State-Owned Enterprises (SOEs), as the Capital Owner of Perum Jasa Tirta II, No. SK-4/MBU/01/2020 concerning the Dismissal, Appointment, and Reassignment of Members of the Board of Supervisors of Perum Jasa Tirta II, juncto Decree of the Minister of State-Owned Enterprises, as the Capital Owner of Perum Jasa Tirta II, No. SK-92/MBU/03/2020 concerning the Appointment of Members of the Board of Supervisors of Perum Jasa Tirta II, juncto Decree of the Minister of State-Owned Enterprises, as the Capital Owner of Perum Jasa Tirta II, No. SK-340/MBU/10/2020 concerning the Dismissal and Appointment of Members of the Board of Supervisors of Perum Jasa Tirta II, junctis Decree of the Minister of State-Owned Enterprises, as the Capital Owner of Perum Jasa Tirta II, No. SK-214/MBU/09/2022 concerning the Dismissal and Appointment of Members of the Board of Supervisors*

Jasa Tirta II juncto Keputusan Menteri Badan Usaha Milik Negara (BUMN) Sebagai Pemilik Modal Perusahaan Umum (Perum) Jasa Tirta II No. SK-340/MBU/10/2020 tentang Pemberhentian dan Pengangkatan Anggota-Anggota Dewan Pengawas Perusahaan Umum (Perum) Jasa Tirta II junctis Keputusan Menteri Badan Usaha Milik Negara (BUMN) Sebagai Pemilik Modal Perusahaan Umum (Perum) Jasa Tirta II No. SK-214/MBU/09/2022 tentang Pemberhentian dan Pengangkatan Anggota Dewan Pengawas Perusahaan Umum (Perum) Jasa Tirta II.

11. Keputusan Menteri Badan Usaha Milik Negara (BUMN) Selaku Wakil Pemerintah Sebagai Pemilik Modal Perusahaan Umum (Perum) Jasa Tirta II No. SK-196/MBU/06/2020 tentang Perubahan Nomenklatur Jabatan dan Pengangkatan Anggota-Anggota Direksi Perusahaan Umum (Perum) Jasa Tirta II Keputusan Menteri Badan Usaha Milik Negara (BUMN) Selaku Wakil Pemerintah Sebagai Pemilik Modal Perusahaan Umum (Perum) Jasa Tirta II No. SK-350/MBU/10/2020 tentang Pemberhentian dan Pengangkatan Direktur Utama Perusahaan Umum (Perum) Jasa Tirta II junctis Keputusan Menteri Badan Usaha Milik Negara (BUMN) Selaku Wakil Pemerintah Sebagai Pemilik Modal Perusahaan Umum (Perum) Jasa Tirta II No. SK-420/MBU/12/2021 tentang Pemberhentian, Pengalihan Tugas, dan Pengangkatan Anggota-Anggota Direksi Perusahaan Umum (Perum) Jasa Tirta II.
12. Keputusan Sekretaris Kementerian BUMN No. S-16/S.MBU/2012 tentang Indikator/Parameter Penilaian dan Evaluasi Atas Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) pada Badan Usaha Milik Negara.
13. Surat Menteri Badan Usaha Milik Negara (BUMN) No. S-35/MBU/01/2020 tanggal 10 Januari 2020 tentang Implementasi Sistem Manajemen Anti

of Perum Jasa Tirta II.

11. *Decree of the Minister of State-Owned Enterprises, acting as the Government Representative and Capital Owner of Perum Jasa Tirta II, No. SK-196/MBU/06/2020 concerning Changes to Position Nomenclature and the Appointment of Members of the Board of Directors of Perum Jasa Tirta II, juncto Decree of the Minister of State-Owned Enterprises, acting as the Government Representative and Capital Owner of Perum Jasa Tirta II, No. SK-350/MBU/10/2020 concerning the Dismissal and Appointment of the President Director of Perum Jasa Tirta II, junctis Decree of the Minister of State-Owned Enterprises, acting as the Government Representative and Capital Owner of Perum Jasa Tirta II, No. SK-420/MBU/12/2021 concerning the Dismissal, Reassignment, and Appointment of Members of the Board of Directors of Perum Jasa Tirta II.*
12. *Decree of the Secretary of the Ministry of State-Owned Enterprises No. S-16/S.MBU/2012 concerning Indicators/Parameters for the Assessment and Evaluation of the Implementation of Good Corporate Governance in State-Owned Enterprises.*
13. *Letter of the Minister of State-Owned Enterprises No. S-35/MBU/01/2020 dated January 10, 2020 concerning the Implementation of Anti-Bribery Management Systems in State-Owned Enterprises as part of the implementation of Presidential Regulation No. 54 of 2018 concerning the National Strategy for Corruption Prevention.*
14. *Letter of the Secretary of the Ministry of State-Owned Enterprises No. S-17/S.MBU/02/2020 dated February 17, 2020 concerning ISO 37001:2016 Anti-Bribery Management System (ABMS) Certification.*
15. *Circular Letter of the Minister of State-Owned Enterprises No. SE-7/*

Suap di BUMN sebagai Pelaksanaan Peraturan Presiden No. 54 Tahun 2018 tentang Strategi Nasional Pencegahan Korupsi.

14. Surat Sekretaris Menteri BUMN No. S-17/S.MBU/02/2020 tanggal 17 Februari 2020 perihal Sertifikasi ISO 37001: 2016 mengenai Sistem Manajemen Anti Penyuapan (SMAP).
15. Surat Edaran Menteri BUMN No. SE-7/MBU/07/2020 tanggal 1 Juli 2020 tentang Nilai-Nilai Utama (Core Values) Sumber Daya Manusia Badan Usaha Milik Negara.

Pengelolaan Sistem Pengaduan Pelanggaran

Perusahaan membentuk Pengelola Whistleblowing System yang selanjutnya disebut Tim Pengelola WBS sebagaimana diatur dalam Surat Penugasan Direksi Perum Jasa Tirta II Nomor: SPN-69/DIR/11/2025 tanggal 3 November 2025, Direktur Utama selaku Penanggungjawab WBS menyampaikan laporan pelaksanaan penanganan pengaduan dugaan pelanggaran kepada pimpinan tinggi madya yang menyelenggarakan fungsi penanganan pengaduan di Kementerian BUMN secara periodik setiap semester, paling lambat 1 (satu) bulan setelah periodik tersebut berakhir. Sementara Dewan Pengawas bertanggung jawab dalam pengawasan atas terlaksananya Kebijakan Penanganan Pengaduan Pelanggaran di lingkungan Perusahaan.

Mekanisme Penyampaian dan Penanganan Pengaduan Pelanggan

Berdasarkan Pedoman Pengelolaan Pengaduan Pelanggaran (WBS), berikut proses yang dilakukan:

a. Penerimaan Pengaduan

1. PelaporanPenyampaian Pengaduan Pelanggaran disampaikan kepada Direktur Utama melalui Pengelola WBS Perusahaan;

MBU/07/2020 dated July 1, 2020 concerning the Core Values of Human Resources in State-Owned Enterprises.

Whistleblowing System Management

The Company established a Whistleblowing System Management Team (the "WBS Management Team") as stipulated in the Assignment Letter of the Board of Directors of Perum Jasa Tirta II No. SPN-69/DIR/11/2025 dated November 3, 2025. The President Director, as the person responsible for the WBS, submits periodic reports on the handling of alleged violation complaints to the senior official responsible for complaint management within the Ministry of State-Owned Enterprises every semester, no later than one (1) month after the end of the reporting period. Meanwhile, the Board of Supervisors is responsible for overseeing the implementation of the Violation Reporting Management Policy within the Company.

Complaint Submission and Handling Mechanism

Based on the Violation Reporting Management Guidelines (WBS), the following procedures are implemented:

a. Receipt of Violation Reports

1. *Violation reports shall be submitted to the President Director through the Company's WBS Management Team.*
2. *Violation reports are accepted during working hours.*
3. *The Company accepts all written violation reports submitted by stakeholders and/or their representatives through the following channels: (i) the Company's Whistleblowing System application, accessible through www.jasatirta2.*

2. Penerimaan Pengaduan Pelanggaran dilakukan di jam kerja;
3. Perusahaan menerima setiap Pengaduan Pelanggaran yang diajukan oleh stakeholders dan/atau perwakilan stakeholders secara tertulis; dengan mekanisme berikut: (i) penerimaan pengaduan pelanggaran dapat dilakukan melalui aplikasi Whistleblowing System Perusahaan yang dapat diakses melalui www.jasatirta2.co.id; (ii) melalui email Perusahaan pjt2@jasatirta2.co.id; atau (iii) menyampaikan surat resmi yang ditujukan kepada Perusahaan c.q. Direktur Utama dengan alamat Direktur Utama Perum Jasa Tirta II, Jalan Lurah Kawi, Jatiluhur, Purwakarta, Jawa Barat.
4. Pengaduan Pelanggaran yang disampaikan wajib dilengkapi dengan data (bukti pendukung);
5. Pengaduan Pelanggaran secara tertulis beridentitas wajib dilengkapi fotokopi identitas dan bukti pendukung seperti dokumen yang berkaitan dengan transaksi yang dilakukan dan/atau Pengaduan Pelanggaran yang akan disampaikan;
6. Pengaduan Pelanggaran secara tertulis tanpa identitas wajib dilengkapi bukti pendukung seperti: dokumen yang berkaitan dengan transaksi yang dilakukan dan/atau Pengaduan Pelanggaran yang akan disampaikan;
7. Perusahaan memberikan tanda terima jika Pengaduan Pelanggaran diajukan secara tertulis beridentitas dan diantar langsung;
8. Apabila Pengaduan Pelanggaran diajukan oleh perwakilan stakeholders, maka selain dokumen diatas, juga diserahkan dokumen lainnya yaitu: (i) fotokopi bukti identitas stakeholders dan perwakilan stakeholders; (ii) surat kuasa dari stakeholders kepada perwakilan stakeholders yang

co.id; (ii) the Company's email address at pjt2@jasatirta2.co.id; or (iii) an official letter addressed to the President Director of Perum Jasa Tirta II, Jalan Lurah Kawi, Jatiluhur, Purwakarta, West Java.

4. All violation reports must be accompanied by supporting evidence.

5. Written reports submitted with the whistleblower's identity disclosed must include a copy of the whistleblower's identification and supporting documents related to the reported matter.

6. Anonymous written reports must also be accompanied by supporting evidence related to the reported violation.

7. The Company provides an acknowledgment of receipt for written reports submitted directly with the whistleblower's identity disclosed.

8. Where a violation report is submitted by a stakeholder representative, the submission must also include: (i) copies of identification documents of both the stakeholder and the representative; and (ii) a power of attorney authorizing the representative to act on behalf of the stakeholder. If the representative is acting on behalf of an institution or legal entity, supporting documents demonstrating the representative's authority must also be provided.

b. Complaint Handling

1. The WBS Management Team verifies incoming reports and determines whether an investigation is required within thirty (30) working days, which may be extended for an additional thirty (30) working days.

2. If the verification results indicate that the report is unsubstantiated and unsupported by evidence, it will not be processed further.

3. If the verification results indicate menyatakan bahwa stakeholders memberikan kewenangan bertindak untuk dan atas nama stakeholders; jika perwakilan stakeholders adalah lembaga atau badan hukum, maka harus dilampiri dengan dokumen yang menyatakan bahwa pihak yang mengajukan pengaduan berwenang untuk mewakili lembaga atau badan hukum tersebut.

b. Penanganan Pengaduan

1. Tim Pengelola WBS melakukan verifikasi atas laporan yang masuk dan akan memutuskan perlu tidaknya dilakukan investigasi atas Pengaduan Pelanggaran dalam periode 30 hari kerja dan dapat diperpanjang paling lama 30 hari kerja;
2. Apabila hasil verifikasi menunjukkan bahwa Pengaduan tidak benar dan tidak ada bukti maka tidak akan diproses lebih lanjut;
3. Apabila hasil verifikasi menunjukkan adanya indikasi pelanggaran yang disertai bukti-bukti yang cukup, maka Pengaduan diproses ke tahap investigasi;
4. Terkait Pengaduan Pelanggaran yang melibatkan oknum karyawan yang memerlukan investigasi wajib ditindaklanjuti oleh Direksi untuk diinvestigasi Satuan Pengawas Intern (SPI);
5. Rekomendasi hasil dari investigasi yang dilakukan oleh SPI tersebut dilaporkan kepada Direksi;
6. Terkait Pengaduan Pelanggaran yang melibatkan oknum Anggota Direksi atau Anggota Dewan Pengawas, diteruskan kepada Pengelola WBS di Kementerian BUMN;
7. Direksi akan memutuskan tindak lanjut atas laporan Tim Pengelola WBS dan rekomendasi hasil investigasi SPI;
8. Dalam hal hasil investigasi yang

potential violations supported by sufficient evidence, the report will proceed to the investigation stage.

4. *Reports involving employees that require investigation shall be followed up by the Board of Directors through an investigation conducted by the Internal Audit Unit (SPI).*
5. *Recommendations resulting from investigations conducted by SPI shall be reported to the Board of Directors.*
6. *Reports involving members of the Board of Directors or the Board of Supervisors shall be forwarded to the WBS Management Team at the Ministry of State-Owned Enterprises.*
7. *The Board of Directors determines the appropriate follow-up actions based on reports from the WBS Management Team and investigation recommendations from SPI.*
8. *Where investigation results substantiate the reported violation, follow-up actions shall be resolved by the Board of Directors without involving parties connected to the reported matter.*
9. *Individuals proven to have committed violations based on investigation findings may be subject to disciplinary proceedings, with the results reported to the Board of Directors in accordance with applicable regulations.*

Whistleblower Protection

The Company is committed to protecting whistleblowers in order to encourage the reporting of violations.

Protection provided to whistleblowers includes:

a. *Confidentiality of the whistleblower's identity and report content; and*
b. *Security protection for the*

dapat dibuktikan, maka tindak lanjut diselesaikan oleh Direksi tanpa melibatkan pihak-pihak yang terlibat;

9. Pelaku Pelanggaran yang telah terbukti berdasarkan hasil investigasi, selanjutnya dapat diproses oleh Tim Disiplin dan hasilnya disampaikan kepada Direksi sesuai dengan peraturan yang berlaku.

Perlindungan terhadap Pelapor

Perusahaan wajib melindungi pelapor. Hal ini dimaksudkan untuk mendorong keberanian melaporkan pelanggaran.

Perlindungan kepada pelapor meliputi:

a. Jaminan kerahasiaan identitas pelapor dan isi laporan.

b. Jaminan keamanan bagi pelapor maupun keluarganya.

Pelapor pelanggaran akan mendapatkan perlindungan dari Perusahaan terhadap perlakuan merugikan, seperti:

a. Pemecatan yang tidak adil.

b. Penurunan jabatan atau pangkat.

c. Pelecehan atau diskriminasi dalam segala bentuknya.

d. Catatan yang merugikan dalam file data pribadi (*personal file record*).

Pengaduan dan Tindak Lanjut Pengaduan

Terhadap pengaduan yang diterima dan dinyatakan masuk proses tindak lanjut, maka Tim Pengelola WBS akan dan wajib:

a. Melakukan pemantauan tindak lanjut atas Pengaduan Pelanggaran;

b. Menginformasikan Pengaduan Pelanggaran yang masuk, yang di investigasi, dan yang dinilai selesai kepada Direktur Utama setiap saat diperlukan.

c. Di tahun 2025, berdasarkan laporan Tim Pengelola WBS terdapat 0 (nol) Pengaduan Pelanggaran yang masuk

whistleblower and their family.

Whistleblowers are protected against adverse treatment, including:

a. Unfair dismissal;

b. Demotion or reduction in rank;

c. Harassment or discrimination in any form; and

d. Adverse records in personal files.

Complaints and Follow-Up Actions

For reports that have been accepted and determined to require follow-up action, the WBS Management Team is required to:

a. Monitor the implementation of follow-up actions related to reported violations; and

b. Inform the President Director regarding reports received, investigated, and resolved whenever necessary.

In 2025, based on reports from the WBS Management Team, there were zero (0) violation reports submitted to the Company. Following verification, no reports required further investigation or follow-up action.

ke Perusahaan. Berdasarkan verifikasi, tidak ada pengaduan pelanggaran yang harus ditindaklanjuti.

Evaluasi Pelaksanaan *Whistleblowing System*

Sebagai bagian dari komitmen Perusahaan dalam mengedepankan prinsip transparansi, akuntabilitas, dan integritas dalam setiap aspek operasional, evaluasi terhadap pelaksanaan WBS dilakukan secara berkala dan menyeluruh. Evaluasi ini bertujuan untuk menilai efektivitas implementasi sistem pengaduan pelanggaran, mengidentifikasi tantangan dan hambatan yang dihadapi, serta merumuskan langkah-langkah perbaikan yang diperlukan untuk peningkatan berkelanjutan. Tim Pengelola WBS secara berkala menyusun laporan penerapan Whistleblowing System di Perusahaan, disampaikan kepada Direktur Utama dan Dewan Pengawas sebagai bentuk pertanggungjawaban serta sebagai dasar bagi proses monitoring dan evaluasi terhadap sistem pengaduan pelanggaran yang mencakup hasil penerimaan pengaduan pelanggaran dan tindak lanjutnya serta pelaksanaan rencana kerja dan program sosialisasi WBS.

Evaluation of Whistleblowing System Implementation

As part of the Company's commitment to promoting transparency, accountability, and integrity across all aspects of its operations, the implementation of the Whistleblowing System is evaluated periodically and comprehensively. The evaluation aims to assess the effectiveness of the violation reporting mechanism, identify challenges and obstacles encountered in its implementation, and formulate improvement measures to support continuous enhancement. The WBS Management Team periodically prepares reports on the implementation of the Whistleblowing System and submits them to the President Director and the Board of Supervisors as a form of accountability and as a basis for monitoring and evaluating the effectiveness of the system. These reports include information on violation reports received, follow-up actions taken, and the implementation of WBS work plans and awareness programs throughout the reporting period.

06

MANAJEMEN RISIKO

Risk Management

MANAJEMEN RISIKO
Risk Management

Pengelolaan implementasi manajemen risiko secara terukur dan berkesinambungan dimaksudkan untuk mendorong peningkatan budaya risiko di internal Perusahaan, yang pada akhirnya menjadi pendukung pencapaian target pertumbuhan berkelanjutan.

The measured and sustainable implementation of risk management is intended to foster a stronger risk-aware culture throughout the Company, ultimately supporting the achievement of its sustainable growth targets.

Perum Jasa Tirta II senantiasa berupaya menerapkan Manajemen Risiko Terintegrasi untuk memastikan pencapaian Visi dan Misi Perusahaan. Kebijakan ini diterapkan guna mewujudkan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) dan memastikan pencapaian nilai bagi para pemangku kepentingan.

Demi memastikan kelangsungan usaha, Perusahaan harus dapat mengelola setiap risiko yang timbul dari seluruh proses bisnis. Perusahaan menyadari, seiring dengan pengembangan usaha, maka risiko yang dihadapi akan semakin kompleks. Perusahaan telah menjalankan sistem Manajemen Risiko yang mengacu pada kepatuhan terhadap regulasi, baik internal maupun eksternal, dalam rangka pengelolaan risiko perusahaan yang baik.

Beberapa risiko yang telah teridentifikasi diantaranya risiko internal dan eksternal yang meliputi risiko hukum dan kepatuhan, risiko reputasi, risiko ESG (*Environmental, Social, and Governance*), risiko informasi teknologi, risiko kesehatan dan keselamatan kerja, risiko keuangan dan bisnis, risiko operasional, risiko eksekusi proyek pengembangan, risiko kebijakan SDM, risiko pasar dan makroekonomi, dan risiko strategis. Selama ini, Perusahaan telah menjalankan Manajemen Risiko yang efektif melalui penerapan kerangka kerja, sistem, prosedur, dan metodologi yang terintegrasi untuk memastikan proses identifikasi, analisis, evaluasi, pemantauan, perencanaan, dan pelaksanaan perlakuan risiko yang selaras dengan tujuan Perusahaan. Perusahaan juga melakukan evaluasi .

Perum Jasa Tirta II continuously strives to implement an Integrated Risk Management framework to ensure the achievement of its Vision and Mission. This policy is designed to support the implementation of Good Corporate Governance (GCG) practices while ensuring the creation of value for all stakeholders.

To safeguard business continuity, the Company must be capable of managing risks arising from all business processes. The Company recognizes that, as its business operations continue to expand, the risks it faces will become increasingly complex. Accordingly, the Company has implemented a risk management system that adheres to both internal and external regulatory requirements as part of its commitment to effective corporate risk management.

The Company has identified a range of internal and external risks, including legal and compliance risks, reputational risks, Environmental, Social, and Governance (ESG) risks, information technology risks, occupational health and safety risks, financial and business risks, operational risks, development project execution risks, human capital policy risks, market and macroeconomic risks, as well as strategic risks. To effectively address these risks, the Company has established an integrated risk management framework encompassing systems, procedures, and methodologies that support the identification, analysis, assessment, monitoring, planning, and implementation of risk treatment measures in alignment with corporate secara berkala untuk memastikan efektivitas dan perbaikan berkelanjutan atas proses Manajemen Risiko yang telah diterapkan.

objectives. In addition, the Company conducts periodic evaluations to ensure the effectiveness of its risk management practices and to promote continuous improvement across the entire risk management process.

LANDASAN DAN KEBIJAKAN PENGELOLAAN RISIKO
Risk Management Framework and Policies

Perusahaan memiliki landasan pengelolaan risiko sebagai berikut:

1. Undang-Undang RI No. 19 Tahun 2003 tentang Badan Usaha Milik Negara sebagaimana telah diubah dengan Peraturan Pemerintah Pengganti Undang-Undang No. 2 Tahun 2022 tentang Cipta Kerja, yang ditetapkan melalui Undang-Undang No. 6 Tahun 2023 tentang Penetapan Peraturan Pemerintah Pengganti Undang-Undang No. 2 Tahun 2022 tentang Cipta Kerja menjadi Undang-Undang;
2. Undang-Undang RI No. 17 Tahun 2019 tentang Sumber Daya Air sebagaimana telah diubah dengan Peraturan Pemerintah Pengganti Undang-Undang No. 2 Tahun 2022 tentang Cipta Kerja, yang ditetapkan melalui Undang-Undang No. 6 Tahun 2023 tentang Penetapan Peraturan Pemerintah Pengganti Undang-Undang No. 2 Tahun 2022 tentang Cipta Kerja menjadi Undang-Undang;
3. Peraturan Pemerintah No. 50 Tahun 2012 tentang Penerapan Sistem Manajemen Keselamatan dan Kesehatan Kerja;
4. Peraturan Pemerintah RI No. 25 Tahun 2022 tentang Perusahaan Umum (Perum) Jasa Tirta II;
5. Peraturan Menteri BUMN RI No. PER-2/MBU/03/2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara;
6. Keputusan Deputi Bidang Keuangan

The Company has established the following regulatory and governance framework as the basis for its risk management implementation:

1. *Law of the Republic of Indonesia No. 19 of 2003 concerning State-Owned Enterprises, as amended by Government Regulation in Lieu of Law No. 2 of 2022 concerning Job Creation, which was subsequently enacted into law through Law No. 6 of 2023 on the Stipulation of Government Regulation in Lieu of Law No. 2 of 2022 concerning Job Creation as Law;*
2. *Law of the Republic of Indonesia No. 17 of 2019 concerning Water Resources, as amended by Government Regulation in Lieu of Law No. 2 of 2022 concerning Job Creation, which was subsequently enacted into law through Law No. 6 of 2023 on the Stipulation of Government Regulation in Lieu of Law No. 2 of 2022 concerning Job Creation as Law;*
3. *Government Regulation No. 50 of 2012 concerning the Implementation of Occupational Safety and Health Management Systems;*
4. *Government Regulation of the Republic of Indonesia No. 25 of 2022 concerning Perum Jasa Tirta II;*
5. *Regulation of the Minister of State-Owned Enterprises No. PER-2/MBU/03/2023 concerning Guidelines on Governance and Significant Corporate Activities of State-Owned Enterprises;*
6. *Decree of the Deputy for Finance and Risk Management No. SK-3/DKU.MBU/05/2023 concerning Technical*

dan Manajemen Risiko No. SK-3/DKU.MBU/05/2023 tentang Petunjuk Teknis Komposisi dan Kualifikasi Organ Pengelola Risiko di Lingkungan Badan Usaha Milik Negara;

7. Keputusan Deputi Bidang Keuangan dan Manajemen Risiko No. SK-6/DKU.MBU/10/2023 tentang Petunjuk Teknis Proses Manajemen Risiko dan Agregasi pada Taksonomi Risiko Portofolio Badan Usaha Milik Negara;
8. Keputusan Deputi Bidang Keuangan dan Manajemen Risiko No. SK-7/DKU.MBU/10/2023 tentang Petunjuk Teknis Pelaporan Manajemen Risiko Badan Usaha Milik Negara;
9. Keputusan Deputi Bidang Keuangan dan Manajemen Risiko No. SK-8/DKU.MBU/12/2023 tentang Petunjuk Teknis Penilaian Indeks Kematangan Risiko (*Risk Maturity Index*) di Lingkungan Badan Usaha Milik Negara;
10. Keputusan Deputi Bidang Keuangan dan Manajemen Risiko No. SK-5/DKU.MBU/11/2024 tentang Petunjuk Teknis Pengendalian Internal Atas Pelaporan Keuangan (*Internal Control Over Financial Reporting*) Badan Usaha Milik Negara;
11. Pedoman Tata Kelola Perusahaan;
12. Keputusan Bersama Dewan Pengawas dan Direksi Perum Jasa Tirta II No. KBS-02/DIR/02/2025 tentang Pedoman Manajemen Risiko.

Dalam rangka mengoptimalkan efektivitas dan efisiensi Manajemen Risiko, Perusahaan dihadapkan pada kebutuhan untuk menerapkan praktik terbaik manajemen risiko di seluruh kegiatan operasional, baik di lingkungan internal maupun eksternal. Setiap elemen Perusahaan memiliki peran dalam pengelolaan risikonya masing-masing. Oleh karenanya, demi mendukung keberhasilannya dibutuhkan kebijakan-kebijakan yang mengatur setiap prosedur

Guidelines on the Composition and Qualifications of Risk Management Organs within State-Owned Enterprises;

7. *Decree of the Deputy for Finance and Risk Management No. SK-6/DKU.MBU/10/2023 concerning Technical Guidelines on Risk Management Processes and Aggregation within the Risk Taxonomy of State-Owned Enterprise Portfolios;*
8. *Decree of the Deputy for Finance and Risk Management No. SK-7/DKU.MBU/10/2023 concerning Technical Guidelines on Risk Management Reporting for State-Owned Enterprises;*
9. *Decree of the Deputy for Finance and Risk Management No. SK-8/DKU.MBU/12/2023 concerning Technical Guidelines on Risk Maturity Index (RMI) Assessment within State-Owned Enterprises;*
10. *Decree of the Deputy for Finance and Risk Management No. SK-5/DKU.MBU/11/2024 concerning Technical Guidelines on Internal Control over Financial Reporting (ICoFR) for State-Owned Enterprises;*
11. *Corporate Governance Guidelines; and*
12. *Joint Decree of the Board of Supervisors and the Board of Directors of Perum Jasa Tirta II No. KBS-02/DIR/02/2025 concerning Risk Management Guidelines.*

To optimize the effectiveness and efficiency of risk management, the Company recognizes the need to implement risk management best practices across all operational activities, both internally and externally. Every element of the Company plays a role in managing the risks within its respective area of responsibility. Therefore, to support the successful implementation of risk management, the Company has established policies governing the dan mekanisme manajemen risiko. Kebijakan-kebijakan tersebut diantaranya:

1. Menerapkan Manajemen Risiko secara terpadu sesuai dengan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) untuk mewujudkan visi, misi, dan tujuan Perusahaan;
2. Menjadikan manajemen risiko sebagai dasar penyusunan Rencana Kerja dan Anggaran Perusahaan (RKAP) berbasis risiko untuk mencapai realisasi setiap proses secara efektif dan efisien;
3. Meningkatkan kesadaran budaya risiko dalam pelaksanaan kerja sehari-hari sehingga menjadi bagian yang terintegrasi dengan pratik bisnis Perusahaan dan pengambilan keputusan;
4. Menjadikan hasil identifikasi, analisis, evaluasi, dan penanganan risiko sebagai dasar pemeriksaan dan pengawasan (*risk-based audit*) dalam rangka peningkatan kinerja dan akuntabilitas;
5. Menginformasikan, mengelola, dan melakukan pengendalian serta penanganan (mitigasi) risiko secara berkala sebagai dasar upaya perbaikan berkesinambungan dalam penerapan manajemen risiko.

Sistem Manajemen Risiko

Pengelolaan risiko mencakup pengelolaan aktif oleh Direksi, pengawasan oleh Dewan Pengawas, serta didukung oleh kebijakan, standar prosedur, dan strategi risiko yang memadai. Sistem ini mencakup proses identifikasi, pengukuran, perlakuan, pencatatan, pemantauan, evaluasi, dan pelaporan risiko secara sistematis, yang terintegrasi dengan sistem informasi Manajemen Risiko.

Kerangka kerja manajemen risiko Perum Jasa Tirta II mengadopsi pendekatan yang bersifat dinamis, terstruktur, dan

procedures and mechanisms of risk management. These policies include:

1. *Implementing integrated risk management in accordance with the principles of Good Corporate Governance (GCG) to support the achievement of the Company's vision, mission, and objectives;*
2. *Incorporating risk management as the foundation for the preparation of the Risk-Based Corporate Work Plan and Budget (RKAP) to ensure the effective and efficient execution of all business processes;*
3. *Promoting a strong risk-aware culture in daily operations so that risk management becomes an integral part of the Company's business practices and decision-making processes;*
4. *Utilizing the results of risk identification, analysis, assessment, and treatment as the basis for risk-based audits and oversight activities to enhance performance, accountability, and governance;*
5. *Conducting regular risk communication, management, control, and mitigation activities as a foundation for continuous improvement in the implementation of the Company's risk management practices.*

Risk Management System

The Company's risk management practices encompass active oversight by the Board of Directors and supervision by the Board of Supervisors, supported by adequate policies, standard procedures, and risk management strategies. The system covers a systematic process of risk identification, assessment, treatment, documentation, monitoring, evaluation, and reporting, which is integrated with berkelanjutan. Kerangka ini menjadi pedoman dalam penerapan manajemen risiko terintegrasi melalui pendekatan *Three Lines Model*, sebagai bagian dari sistem pengendalian internal dan tata kelola terintegrasi. Adanya penerapan sistem ini, Perusahaan dapat mengelola risiko secara efektif guna mendukung pencapaian tujuan strategis dan keberlanjutan usaha.

the risk management information system.

KERANGKA KERJA MANAJEMEN RISIKO

Risk Management Framework

Pelaksanaan Manajemen Risiko di lingkungan Perusahaan dilakukan oleh masing-masing *risk owner* di tiap unit kerja, serta difasilitasi oleh Divisi Manajemen Risiko sebagai koordinator fungsi pengelolaan risiko. Proses identifikasi penilaian risiko mengacu pada pendekatan *Enterprise Risk Management*, guna memastikan Manajemen Risiko dilaksanakan secara sistematis, terstruktur, dan terdokumentasi.

Risk management implementation within the Company is carried out by designated risk owners across all business units and facilitated by the Risk Management Division, which serves as the coordinator of the risk management function. The risk identification and assessment process is conducted in accordance with the Enterprise Risk Management (ERM) approach to ensure that risk management practices are implemented

Untuk pengelolaan risiko pada aset bendungan, PJT II menerapkan pendekatan yang sejalan dengan sistem manajemen aset. Berbagai teknik risk assessment digunakan untuk mendukung pengambilan keputusan strategis, khususnya dalam evaluasi investasi dan pemeliharaan aset. Teknik tersebut antara lain Value at Risk (VaR). Penggunaan metode ini memberikan dasar analitis yang kuat dalam menentukan prioritas risiko serta efektivitas biaya dalam pengelolaan siklus hidup aset bendungan.

in a systematic, structured, and well-documented manner.

In managing risks associated with dam assets, PJT II adopts an approach that is aligned with its asset management system. Various risk assessment techniques are employed to support strategic decision-making, particularly in the evaluation of asset investment and maintenance programs. These techniques include the Value at Risk (VaR) method. The application of this approach provides a robust analytical foundation for determining risk priorities and optimizing cost effectiveness throughout the dam asset life cycle.

Sistem Informasi Manajemen Risiko

Perusahaan mendorong efektivitas pengelolaan risiko dengan mengembangkan sistem informasi untuk mendukung pelaksanaan manajemen risiko, berupaya aplikasi manajemen risiko terintegrasi bernama E-GRC https://egrc.jasatirta2.co.id/. Aplikasi E-GRC dirancang untuk memberikan kemudahan akses bagi seluruh unit kerja, sehingga mempermudah proses operasional, pengambilan, dan pengolahan data. Pada akhirnya, keputusan yang diambil dapat didukung oleh data yang akurat dan konsisten.

SIMRisk yang terdapat dalam aplikasi E-GRC merupakan sistem informasi yang mengintegrasikan sistem manajemen dan manajemen risiko yang merupakan hasil dari inovasi yang berfungsi untuk pelaporan manajemen risiko.

Risk Management Information System

The Company enhances the effectiveness of risk management implementation through the development of information systems that support risk management activities, including the integrated governance, risk, and compliance application known as E-GRC https://egrc.jasatirta2.co.id/. The E-GRC application is designed to provide convenient access for all work units, thereby streamlining operational processes as well as data collection, processing, and analysis. As a result, decision-making processes can be supported by accurate, reliable, and consistent information.

SIMRisk, which is integrated within the E-GRC application, is an information system that combines management systems and risk management processes. As an innovation initiative, the system functions as a tool for risk management reporting.

Struktur dan Tanggung Jawab Manajemen Risiko

Perusahaan telah menetapkan model tata kelola risiko tiga lini (*three lines model*) dalam melaksanakan manajemen risiko. Berikut merupakan fungsi dan peran masing-masing lini dalam model tata kelola risiko yang diimplementasikan:

a. Lini Pertama sebagai unit pemilik risiko (*Risk Owner*), berfungsi mengidentifikasi dan mengelola risiko dalam proses bisnis untuk pencapaian sasaran kerja, terdiri dari Sekretariat Perusahaan, Divisi, Unit Wilayah, Unit Usaha, Unit Kerja Khusus, *Project Manager* dan Unit Layanan.

b. Lini Kedua merupakan Fungsi Manajemen Risiko Perusahaan dan Kepatuhan Independen, yang berfungsi mengukur, memantau dan mengendalikan risiko secara agregat, mengembangkan metodologi dan kebijakan manajemen risiko Perusahaan.

c. Lini Ketiga sebagai fungsi *independent assurance*, yang berfungsi memastikan tata kelola dan pengendalian risiko diterapkan secara efektif oleh Perusahaan. Satuan Pengawasan Internal (SPI) sebagai lini ketiga berperan memberikan jaminan dan saran yang independen dan objektif mengenai kecukupan dan efektivitas tata kelola dan manajemen risiko.

Setiap jenjang organisasi sampai ke level individu dalam Perusahaan memiliki peran dalam mendukung pengelolaan risiko yang efektif sesuai dengan tanggung jawab masing-masing sebagai suatu mekanisme terintegrasi yang berkesinambungan. Tanggung jawab pengelola risiko Perusahaan adalah sebagai berikut:

Risk Management Structure and Responsibilities

The Company has adopted the Three Lines Model as its risk governance framework in implementing risk management practices. The functions and roles of each line within the risk governance model are as follows:

a. The First Line serves as the Risk Owner, responsible for identifying and managing risks within business processes to support the achievement of operational objectives. This line comprises the Corporate Secretariat, Divisions, Regional Units, Business Units, Special Work Units, Project Managers, and Service Units.

b. The Second Line functions as the Corporate Risk Management and Independent Compliance Function, responsible for measuring, monitoring, and controlling risks on an aggregate basis, as well as developing the Company's risk management methodologies and policies.

c. The Third Line serves as the Independent Assurance Function, responsible for ensuring that risk governance and control processes are effectively implemented throughout the Company. The Internal Audit Unit, acting as the Third Line, provides independent and objective assurance and advisory services regarding the adequacy and effectiveness of the Company's governance and risk management practices.

Every level of the Company's organization, down to the individual employee level, plays a role in supporting effective risk management in accordance with their respective responsibilities as part of an integrated and continuous risk management framework. The responsibilities of the Company's risk management stakeholders are as follows:

No.	Pengelolaan *Responsible Party*	Wewenang, Tugas, dan Tunggang Jawab *Authorities, Duties, and Responsibilities*
1.	**Dewan Pengawas** ***Supervisory Board***	Berperan aktif dalam proses penyusunan dan evaluasi strategi risiko, rencana transformasi *Enterprise Risk Management* (ERM), pembahasan permasalahan risiko utama Perusahaan di luar rencana bisnis tahunan; memastikan semua keputusan strategis yang diambil oleh Perusahaan didukung oleh analisis risiko yang memadai; mengawasi pengembangan budaya risiko, diantaranya melalui sosialisasi risiko di Perusahaan; melaksanakan pengawasan dan pemberian nasihat terhadap pelaksanaan fungsi Manajemen Risiko sesuai dengan ketentuan peraturan perundang-undangan, anggaran dasar, dan/atau Menteri sebagai Pemilik Modal; dan memberikan tanggapan tertulis atas usulan dari Direksi terkait penetapan kriteria dan materialitas ambang batas eskalasi isu-isu risiko dalam aksi korporasi. *Actively participates in the formulation and evaluation of risk strategies, the Enterprise Risk Management (ERM) transformation roadmap, and discussions on the Company's key risk issues beyond the annual business plan; Provides approval for the Company's policies, particularly the Risk Management and Compliance Policy, the Key Risk Register, and the Code of Ethics; Ensures that all strategic decisions undertaken by the Company are supported by adequate risk analysis; Oversees the development of a risk-aware culture, including through risk awareness and socialization initiatives across the Company; Carries out supervisory and advisory functions regarding the implementation of Risk Management in accordance with prevailing laws and regulations, the Articles of Association, and/or directives of the Minister as the Capital Owner; and Provides written responses to proposals submitted by the Board of Directors concerning the determination of criteria and materiality thresholds for the escalation of risk issues arising from corporate actions.*
2.	**Komite Audit** ***Audit Committee***	Mengakses seluruh informasi yang relevan tentang Perusahaan terkait dengan tugas dan fungsi Komite Audit; memantau dan mengkaji efektivitas pelaksanaan audit internal dan Auditor Eksternal; memastikan objektivitas dan independensi auditor internal dan Auditor Eksternal; memastikan kredibilitas dan objektivitas laporan keuangan Perusahaan yang akan diterbitkan untuk pihak eksternal dan badan pengawas, termasuk penindaklanjutan keluhan dan/atau catatan ketidakwajaran terhadap laporan selama periode pengkajian Komite Audit; memantau dan mengkaji proses pelaporan keuangan yang diaudit oleh Auditor Eksternal; memastikan SPI melakukan komunikasi dengan Direksi, Dewan Pengawas, dan Auditor Eksternal; memberikan rekomendasi kepada Dewan Pengawas terkait penyusunan rencana audit, ruang lingkup, dan anggaran SPI; mengevaluasi laporan auditor eksternal berkala dan merekomendasikan tindakan perbaikan untuk mengatasi kelemahan pengendalian, kecurangan (fraud), masalah kepatuhan terhadap kebijakan dan peraturan perundang-undangan atau masalah lain yang diidentifikasi dan dilaporkan oleh SPI; mengevaluasi kinerja SPI;

No.	Pengelolaan *Responsible Party*	Wewenang, Tugas, dan Tunggang Jawab *Authorities, Duties, and Responsibilities*
2.	**Komite Audit** ***Audit Committee***	memastikan SPI menjunjung tinggi integritas dalam pelaksanaan tugas; memberikan rekomendasi kepada Dewan Pengawas terkait pemberian remunerasi tahunan SPI secara keseluruhan serta penghargaan kinerja; melakukan pemantauan dan evaluasi atas kesesuaian penerapan kebijakan keuangan dan Audit Intern Perusahaan maupun Anak Perusahaan; memberikan rekomendasi kepada Dewan Pengawas atas hal yang mendukung efektivitas dan akurasi proses pelaporan keuangan dan kesesuaian antara kebijakan Audit Intern Perusahaan dan Audit Intern Anak Perusahaan; melaksanakan pemantauan dan evaluasi terhadap pelaksanaan fungsi Audit Intern lainnya sesuai dengan ketentuan peraturan perundang-undangan, anggaran dasar, dan/atau Keputusan Menteri; dan menjalankan wewenang, tugas, dan tanggung jawab lain yang terkait fungsinya. *Has access to all relevant information concerning the Company in relation to the duties and functions of the Audit Committee; Monitors and reviews the effectiveness of internal audit activities and the performance of the External Auditor; Ensures the objectivity and independence of both Internal Audit and the External Auditor; Ensures the credibility and objectivity of the Company's financial statements to be disclosed to external stakeholders and supervisory authorities, including the follow-up of complaints and/or findings of irregularities identified during the Audit Committee's review period; Monitors and reviews the financial reporting process audited by the External Auditor; Ensures that the Internal Audit Unit maintains effective communication with the Board of Directors, the Supervisory Board, and the External Auditor; Provides recommendations to the Supervisory Board regarding the preparation of the Internal Audit Unit's audit plan, scope of work, and budget; Evaluates periodic reports issued by the External Auditor and recommends corrective actions to address control weaknesses, fraud, compliance issues related to policies and regulations, or other matters identified and reported by the Internal Audit Unit; Evaluates the performance of the Internal Audit Unit; Ensures that the Internal Audit Unit upholds integrity in the execution of its duties; Provides recommendations to the Supervisory Board regarding the overall annual remuneration and performance-based incentives for the Internal Audit Unit; Monitors and evaluates the alignment of financial policies and Internal Audit practices implemented by the Company and its Subsidiaries; Provides recommendations to the Supervisory Board on matters that support the effectiveness and accuracy of the financial reporting process, as well as the consistency between the Internal Audit policies of the Company and those of its Subsidiaries; Monitors and evaluates the implementation of other Internal Audit functions in accordance with prevailing laws and regulations, the Articles of Association, and/or Ministerial Decrees; and Performs other authorities, duties, and responsibilities related to its functions.*

No.	Pengelolaan *Responsible Party*	Wewenang, Tugas, dan Tunggang Jawab *Authorities, Duties, and Responsibilities*
3.	**Komite Pemantau Risiko** *Risk Monitoring Committee*	Mengakses seluruh informasi yang relevan tentang Perusahaan terkait dengan tugas dan fungsi Komite Pemantau Risiko; melakukan komunikasi dengan kepala unit kerja dan pihak lain dalam Perusahaan untuk memperoleh informasi, klarifikasi serta meminta dokumen dan laporan yang diperlukan; melakukan pemantauan dan penelaahan terhadap laporan Manajemen Risiko dan laporan lainnya terkait penerapan Manajemen Risiko baik Perusahaan maupun Anak Perusahaan; melakukan pemantauan dan evaluasi atas kesesuaian penerapan kebijakan dan strategi Manajemen Risiko Perusahaan dan Anak Perusahaan; memberikan rekomendasi kepada Dewan Pengawas atas hal yang mendukung efektivitas penerapan Manajemen Risiko dan kesesuaian antara kebijakan Manajemen Risiko Perusahaan dan Manajemen Risiko Anak Perusahaan; melaksanakan pemantauan dan evaluasi terhadap pelaksanaan fungsi Manajemen Risiko lainnya sesuai dengan ketentuan peraturan perundang-undangan, anggaran dasar, dan/atau Keputusan Menteri; dan menjalankan wewenang, tugas, dan tanggung jawab lain yang terkait dengan fungsinya. *Has access to all relevant information concerning the Company required to perform the duties and functions of the Risk Monitoring Committee; Communicates with heads of work units and other parties within the Company to obtain information, clarification, and any necessary documents and reports; Monitors and reviews Risk Management reports and other reports related to the implementation of Risk Management within both the Company and its Subsidiaries; Monitors and evaluates the effectiveness and alignment of the implementation of Risk Management policies and strategies across the Company and its Subsidiaries; Provides recommendations to the Supervisory Board on matters that support the effectiveness of Risk Management implementation and the alignment between the Company's Risk Management policies and those of its Subsidiaries; Conducts monitoring and evaluation of other Risk Management functions in accordance with applicable laws and regulations, the Articles of Association, and/or Ministerial Decrees; and Performs other authorities, duties, and responsibilities relevant to its functions.*
4.	**Direksi (Lini Pertama)** *Board of Directors*	Menyusun dan mengusulkan kebijakan serta strategi Manajemen Risiko secara komprehensif; melaksanakan kebijakan Manajemen Risiko; mengawasi pengembangan Budaya Risiko di Perusahaan; melaksanakan peningkatan kompetensi sumber daya manusia yang terkait dengan Manajemen Risiko; memastikan bahwa fungsi Manajemen Risiko telah beroperasi secara independen;melaksanakan kaji ulang secara berkala untuk memastikan: (a) keakuratan metodologi penilaian Risiko; (b) kecukupan implementasi sistem informasi Manajemen Risiko; (c) ketepatan kebijakan dan prosedur Manajemen Risiko serta penetapan batasan risiko (*risk limit*) dan ambang batas (threshold); dan melaksanakan fungsi Manajemen Risiko lainnya sesuai dengan ketentuan peraturan perundang-undangan, anggaran dasar, dan/atau Keputusan Menteri (Pemilik Modal). *Formulates and proposes comprehensive Risk Management policies and strategies; Implements the approved Risk Management policies throughout the Company; Oversees the development and strengthening of a risk-aware culture across the Company; Enhances the competencies of human resources involved in Risk Management activities; Ensures that the Risk Management function operates independently and effectively; Conducts periodic reviews to ensure: (a) the accuracy of risk assessment methodologies; (b) the adequacy of Risk Management information system implementation; and (c) the appropriateness of Risk Management policies and procedures, including the establishment of risk limits and escalation thresholds; and Carries out other Risk Management functions in accordance with applicable laws and regulations, the Articles of Association, and/or Ministerial Decrees issued by the Minister as the Capital Owner.*

No.	Pengelolaan *Responsible Party*	Wewenang, Tugas, dan Tunggang Jawab *Authorities, Duties, and Responsibilities*
5.	**Direktur yang membidangi fungsi Manajemen Risik (Lini Kedua)** *Director in Charge of the Risk Management Function*	Melaksanakan pengurusan Perusahaan sesuai bidang pengelolaan rsiko sesuai dengan ketentuan peraturan perundang-undangan dan anggaran dasar; mengawasi pengembangan budaya risiko di Perusahaan; melaksanakan penetapan strategi dan kebijakan bidang pengelolaan risiko yang menjadi tanggung jawabnya dengan memperhatikan visi, strategi, dan kebijakan Perusahaan yang telah ditetapkan; melaksanakan koordinasi dan memberikan arahan pelaksanaan prinsip tata kelola perusahaan yang baik; melaksanakan penetapan langkah yang diperlukan untuk memastikan Perusahaan telah memenuhi seluruh peraturan perundangan dan menjaga agar kegiatan usaha Perusahaan yang tidak menyimpang dari peraturan perundangan; melaksanakan pemantauan dan menjaga kepatuhan Perusahaan terhadap seluruh perjanjian dan komitmen yang dibuat oleh Perusahaan kepada pihak eksternal; melaksanakan pengembangan organisasi kerja sehingga Perusahaan memiliki kebijakan, prosedur dan metode yang andal dalam menerapkan pengelolaan risiko; melaksanakan pemantauan kepatuhan dan pengawasan melekat pada semua unit kerja organisasi pengelolaan risiko; membentuk unit kerja yang mengelola risiko Perusahaan yang bertanggung jawab langsung kepada Direktur yang membidangi fungsi Manajemen Risiko; melaksanakan pengurusan Perusahaan di bidang pengelolaan risiko sesuai dengan ketentuan peraturan perundang-undangan, anggaran nasar, dan/atau keputusan Menteri sebagai Pemilik Modal. *Manages the Company's risk management activities in accordance with applicable laws and regulations and the Articles of Association; Oversees the development and strengthening of a risk-aware culture throughout the Company; Establishes and implements risk management strategies and policies within their area of responsibility, taking into account the Company's vision, strategies, and policies; Coordinates and provides direction for the implementation of Good Corporate Governance (GCG) principles across the Company; Determines and implements the necessary measures to ensure the Company's compliance with all applicable laws and regulations and to ensure that its business activities remain aligned with regulatory requirements; Monitors and ensures the Company's compliance with all agreements and commitments entered into with external parties; Develops the organizational structure and working mechanisms to ensure that the Company has reliable policies, procedures, and methodologies for effective risk management implementation; Conducts compliance monitoring and supervisory oversight across all organizational units responsible for risk management activities; Establishes a dedicated risk management unit that reports directly to the Director overseeing the Risk Management function; and Carries out the management of the Company's risk management function in accordance with applicable laws and regulations, the Articles of Association, and/or directives issued by the Minister as the Capital Owner.*
6.	**Direktur yang membidangi pengelolaan keuangan (Lini Pertama)** *Director in Charge of Financial Management*	Melaksanakan pengurusan Perusahaan di bidang pengelolaan keuangan sesuai dengan ketentuan peraturan perundang-undangan, anggaran dasar dan/atau keputusan Menteri sebagai Pemilik Modal; melaksanakan penetapan strategi kebijakan unit kerja dan Anak Perusahaan yang berada di bidang keuangan, serta berkoordinasi dengan Direktur lainnya; mengawasi pengembangan budaya risiko di Perusahaan; melaksanakan penyusunan dan penetapan pengaturan terkait keuangan dengan memperhatikan kebijakan Perusahaan dan prinsip kehati-hatian; melaksanakan penyusunan dan penyajian laporan keuangan Perusahaan; menjalankan wewenang, tugas, dan tanggung jawab lain yang terkait dengan fungsinya. *Manages the Company's financial affairs in accordance with applicable laws and regulations, the Articles of Association, and/or directives issued by the Minister as the Capital Owner; Establishes strategic policies for business units and Subsidiaries under the finance function, while coordinating with other Directors to ensure alignment with the Company's objectives; Oversees the development and strengthening of a risk-aware culture throughout the Company; Formulates and establishes financial policies and frameworks in line with the Company's policies and prudent business practices; Oversees the preparation and presentation of the Company's financial statements in accordance with applicable standards and requirements; and Performs other authorities, duties, and responsibilities relevant to its functions.*

No.	Pengelolaan *Responsible Party*	Wewenang, Tugas, dan Tunggang Jawab *Authorities, Duties, and Responsibilities*
7.	**Satuan Pengawasan Intern/SPI (Lini Ketiga)** ***Internal Supervisory Unit***	Mengakses seluruh informasi yang relevan tentang Perusahaan terkait dengan tugas dan fungsi SPI; melakukan komunikasi secara langsung dengan Direksi, Dewan Pengawas, dan Komite Audit; melakukan penyelenggaraan rapat secara berkala dan incidental dengan Direksi, Dewan Pengawas, dan Komite Audit; melakukan koordinasi kegiatan dengan auditor eksternal; memberikan konsultasi dan keyakinan terkait hal yang bersifat strategis baik pada saat perencanaan maupun pada saat pelaksanaan kegiatan operasional; memastikan pelaksanaan fungsi pengawasan intern sesuai dengan standar profesional Audit Intern dan kode etik Audit Intern; melakukan pemilihan sumber daya manusia yang kompeten sesuai dengan kebutuhan dalam pelaksanaan tugas SPI; memastikan anggota SPI mengikuti pengembangan profesional berkelanjutan serta pelatihan lain sesuai dengan perkembangan kompleksitas dan kegiatan usaha Perusahaan; melakukan penyusunan dan pengkajian piagam Audit Intern secara periodik; melakukan penyusunan rencana audit tahunan dan alokasi anggaran untuk pelaksanaan fungsi pengawasan intern; memastikan pelaksanaan pengawasan intern sesuai dengan rencana; melaporkan temuan yang signifikan kepada Direktur Utama dan Dewan Pengawas untuk dilakukan tindakan perbaikan dalam waktu yang cepat; memantau tindakan perbaikan atas temuan yang signifikan; melaporkan hasil pemantauan tindak lanjut perbaikan atas temuan yang signifikan kepada Direktur Utama dan Dewan Pengawas; menjaga kerahasiaan informasi dan/atau data Perusahaan terkait dengan pelaksanaan tugas dan tanggung jawab Audit Intern, kecuali diperbolehkan berdasarkan ketentuan peraturan perundang-undangan dan/atau putusan pengadilan; menjaga informasi rahasia yang diperoleh sewaktu menjabat sesuai dengan ketentuan peraturan perundang-undangan; memastikan dalam hal terdapat penggunaan jasa pihak eksternal untuk aktivitas pengawasan intern: (a) terselenggaranya transfer pengetahuan antara pihak eksternal kepada anggota SPI mengingat penggunaan jasa ahli pihak ekstern bersifat sementara; (b) penggunaan jasa pihak eksternal tidak mempengaruhi independensi dan objektivitas fungsi SPI; dan (c) pihak eksternal mematuhi piagam Audit Intern Perusahaan; melakukan evaluasi atas efektivitas pelaksanaan pengendalian intern, Manajemen Risiko, dan proses tata kelola perusahaan, sesuai dengan peraturan perundang-undangan dan kebijakan perusahaan; melakukan pemeriksaan dan penilaian atas efisiensi dan efektivitas di bidang keuangan, komersial, operasional, sumber daya manusia, teknologi informasi dan kegiatan lainnya. *Has access to all relevant information concerning the Company required to carry out the duties and functions of the Internal Supervisory Unit; Communicates directly with the Board of Directors, Supervisory Board, and Audit Committee; Conducts regular and ad hoc meetings with the Board of Directors, Supervisory Board, and Audit Committee; Coordinates audit-related activities with external auditors; Provides advisory services and assurance on strategic matters during both the planning and operational implementation stages; Ensures that internal audit activities are conducted in accordance with the International Standards for the Professional Practice of Internal Auditing and the Internal Audit Code of Ethics; Selects and appoints competent human resources in line with the requirements of the Internal Supervisory Unit's responsibilities and activities; Ensures that Internal Supervisory Unit personnel participate in continuous professional development programs and other relevant training to keep pace with the increasing complexity of the Company's business activities; Prepares and periodically reviews the Internal Audit Charter; Develops the annual audit plan and budget allocation for the implementation of the internal audit function; Ensures that internal audit activities are executed in accordance with the approved audit plan; Reports significant audit findings to the President Director and the Supervisory Board to facilitate timely corrective actions; Monitors the implementation of corrective actions in response to significant audit findings; Reports the results of follow-up monitoring on corrective actions relating to significant audit findings to the President Director and the Supervisory Board;*

No.	*Pengelolaan* *Responsible Party*	**Wewenang, Tugas, dan Tunggang Jawab** *Authorities, Duties, and Responsibilities*
		Maintains the confidentiality of Company information and/or data obtained in the course of performing internal audit duties and responsibilities, except where disclosure is permitted by applicable laws and regulations and/or court decisions; Safeguards confidential information acquired during the course of service in accordance with applicable laws and regulations; Ensures that, where external parties are engaged to support internal audit activities: (a) knowledge transfer is effectively carried out from the external parties to Internal Supervisory Unit; personnel, recognizing the temporary nature of such engagements; (b) the use of external parties does not compromise the independence and objectivity of the Internal Supervisory Unit; and (c) the external parties comply with the Company's Internal Audit Charter; Evaluates the effectiveness of internal control systems, Risk Management practices, and corporate governance processes in accordance with applicable regulations and Company policies; and Conducts audits and assessments of efficiency and effectiveness across financial, commercial, operational, human resources, information technology, and other business activities.
	Unit Kerja yang mengelola Risiko Perusahaan (Lini Kedua) ***Risk Management Unit***	Menyusun kebijakan, pedoman dan prosedur manajemen risiko; menyusun strategi risiko dan memantau pelaksanaan strategi risiko yang telah disetujui oleh Direksi; mengembangkan dan memantau pelaksanaan budaya risiko di Perusahaan antara lain dengan cara: (a) melakukan sosialisasi sadar risiko; (b) memastikan *Risk Owner* memahami risiko pekerjaan dan mitigasi risikonya; (c) memastikan *Risk Owner* memahami dan mematuhi dokumen SOP proses bisnis, SMK3, dan Sistem Manajemen Anti Penyuapan (SMAP) yang memadai dalam melaksanakan pekerjaan dan telah ditetapkan oleh Direksi dan/atau *Risk Owner*; (d) mengembangkan budaya risiko sesuai dengan kajian dan best practice dalam penerapan Manajemen Risiko secara Nasional maupun Internasional; memantau profil risiko, peta risiko, realisasi perhitungan risiko inheren dan risiko residual, dan realisasi pelaksanaan perlakuan risiko dan biaya; melakukan internal control testing; melakukan penyusunan stress testing baik asumsi internal dan eksternal (indikator makroekonomi) serta laporan keuangan Perusahaan; mengkaji ulang secara berkala terhadap proses manajemen risiko; mengevaluasi terhadap akurasi model dan validitas data yang digunakan untuk mengukur risiko; memberikan rekomendasi kepada lini pertama dan/atau Komite Pemantau Risiko sesuai kewenangan yang dimiliki termasuk kajian risiko usaha dan investasi Perusahaan; dan menyusun dan menyampaikan laporan Manajemen Risiko dan Komite Pemantau Risiko secara berkala triwulan. *Develops and maintains Risk Management policies, guidelines, and procedures; Formulates risk strategies and monitors the implementation of risk strategies approved by the Board of Directors; Develops and oversees the implementation of a risk-aware culture across the Company by, among others: (a) conducting risk awareness programs; (b) ensuring that Risk Owners understand the risks associated with their responsibilities and the corresponding mitigation measures; (c) ensuring that Risk Owners understand and comply with established business process SOPs, Occupational Health and Safety Management Systems (OHSMS), and Anti-Bribery Management Systems (ABMS) in carrying out their duties, as approved by the Board of Directors and/or the relevant Risk Owners; and (d) fostering a risk culture in line with studies and best practices in Risk Management implementation at both national and international levels; Monitors the Company's risk profile, risk map, the realization of inherent and residual risk assessments, as well as the implementation and cost of risk treatment measures; Conducts internal control testing to assess the effectiveness of control activities; Prepares and conducts stress testing based on both internal and external assumptions, including macroeconomic indicators, and evaluates their impact on the Company's financial condition; Periodically reviews the effectiveness of Risk Management processes; Evaluates the accuracy of risk measurement models and the validity of data used in risk assessments; Provides recommendations to the first line of defense and/or the Risk Monitoring Committee, within its authority, including recommendations relating to the Company's business and investment risk assessments; and Prepares and submits periodic quarterly Risk Management reports and Risk Monitoring Committee reports.*

No.	Pengelolaan *Responsible Party*	Wewenang, Tugas, dan Tunggang Jawab *Authorities, Duties, and Responsibilities*
8.	**Unit Kerja yang mengelola Risiko Perusahaan (Lini Kedua)** ***Risk Management Unit***	Menyusun kebijakan, pedoman dan prosedur manajemen risiko; menyusun strategi risiko dan memantau pelaksanaan strategi risiko yang telah disetujui oleh Direksi; mengembangkan dan memantau pelaksanaan budaya risiko di Perusahaan antara lain dengan cara: (a) melakukan sosialisasi sadar risiko; (b) memastikan *Risk Owner* memahami risiko pekerjaan dan mitigasi risikonya; (c) memastikan *Risk Owner* memahami dan mematuhi dokumen SOP proses bisnis, SMK3, dan Sistem Manajemen Anti Penyuapan (SMAP) yang memadai dalam melaksanakan pekerjaan dan telah ditetapkan oleh Direksi dan/atau *Risk Owner*; (d) mengembangkan budaya risiko sesuai dengan kajian dan best practice dalam penerapan Manajemen Risiko secara Nasional maupun Internasional; memantau profil risiko, peta risiko, realisasi perhitungan risiko inheren dan risiko residual, dan realisasi pelaksanaan perlakuan risiko dan biaya; melakukan internal control testing; melakukan penyusunan stress testing baik asumsi internal dan eksternal (indikator makroekonomi) serta laporan keuangan Perusahaan; mengkaji ulang secara berkala terhadap proses manajemen risiko; mengevaluasi terhadap akurasi model dan validitas data yang digunakan untuk mengukur risiko; memberikan rekomendasi kepada lini pertama dan/atau Komite Pemantau Risiko sesuai kewenangan yang dimiliki termasuk kajian risiko usaha dan investasi Perusahaan; dan menyusun dan menyampaikan laporan Manajemen Risiko dan Komite Pemantau Risiko secara berkala triwulan. *Develops and maintains Risk Management policies, guidelines, and procedures; Formulates risk strategies and monitors the implementation of risk strategies approved by the Board of Directors; Develops and oversees the implementation of a risk-aware culture across the Company by, among others: (a) conducting risk awareness programs; (b) ensuring that Risk Owners understand the risks associated with their responsibilities and the corresponding mitigation measures; (c) ensuring that Risk Owners understand and comply with established business process SOPs, Occupational Health and Safety Management Systems (OHSMS), and Anti-Bribery Management Systems (ABMS) in carrying out their duties, as approved by the Board of Directors and/or the relevant Risk Owners; and (d) fostering a risk culture in line with studies and best practices in Risk Management implementation at both national and international levels; Monitors the Company's risk profile, risk map, the realization of inherent and residual risk assessments, as well as the implementation and cost of risk treatment measures; Conducts internal control testing to assess the effectiveness of control activities; Prepares and conducts stress testing based on both internal and external assumptions, including macroeconomic indicators, and evaluates their impact on the Company's financial condition; Periodically reviews the effectiveness of Risk Management processes; Evaluates the accuracy of risk measurement models and the validity of data used in risk assessments; Provides recommendations to the first line of defense and/or the Risk Monitoring Committee, within its authority, including recommendations relating to the Company's business and investment risk assessments; and Prepares and submits periodic quarterly Risk Management reports and Risk Monitoring Committee reports.*
9.	**Direksi Anak Perusahaan (Lini Pertama)** ***Board of Directors of Subsidiaries***	Menetapkan kebijakan dan pedoman penerapan Manajemen Risiko di lingkungan Anak Perusahaan, diselaraskan dengan kebijakan dan pedoman penerapan Manajemen Risiko yang berlaku di Perusahaan, termasuk didalamnya adalah penetapan matriks risiko yang digunakan di Anak Perusahaan yang menggambarkan *Risk Appetite* Anak Perusahaan; mengawasi pengembangan budaya risiko di Perusahaan; membentuk satuan kerja dibawah Direksi Anak Perusahaan yang bertugas sebagai *Risk Owner* dalam implementasi Manajemen Risiko di lingkungan Anak Perusahaan; menetapkan, mengelola dan memantau risiko-risiko utama (*key risks*) yang dihadapi Anak Perusahaan dalam pencapaian sasaran strategis Anak Perusahaan; menciptakan lingkungan internal perusahaan (Anak Perusahaan) yang kondusif untuk penerapan dan peningkatan *Risk Maturity* secara berkelanjutan, dan untuk menanamkan budaya Manajemen Risiko di Anak Perusahaan; menyediakan sumber daya yang diperlukan dalam penerapan Manajemen Risiko di Anak Perusahaan.

No.	Pengelolaan *Responsible Party*	Wewenang, Tugas, dan Tunggang Jawab *Authorities, Duties, and Responsibilities*
		Establishes policies and guidelines for the implementation of Risk Management within the Subsidiary, aligned with the Risk Management policies and guidelines applicable to the Company, including the determination of the risk matrix used by the Subsidiary to reflect its Risk Appetite; Oversees the development and strengthening of a risk-aware culture throughout the Subsidiary; Establishes organizational units under the Subsidiary's Board of Directors that are responsible for serving as Risk Owners in the implementation of Risk Management within the Subsidiary; Identifies, manages, and monitors key risks faced by the Subsidiary in achieving its strategic objectives; Creates an internal environment that supports the implementation and continuous enhancement of Risk Maturity, while fostering a strong Risk Management culture throughout the Subsidiary; and Provides the resources necessary to support the effective implementation of Risk Management within the Subsidiary.
10.	**Pemilik Risiko/*Risk Owner (Lini Pertama)***	Memastikan program budaya risiko terlaksana di unit kerjanya, antara lain dengan cara: (a) memahami risiko pekerjaan dan mitigasi risikonya; (b) memahami dan mematuhi dokumen SOP proses bisnis, SMK3, dan SMAP yang memadai dalam melaksanakan pekerjaan dan telah ditetapkan oleh Direksi dan/atau *Risk Owner*; melakukan pengelolaan risiko pada bidang/cakupan kerjasama secara berkelanjutan, termasuk didalamnya merencanakan dan menindaklanjuti mitigasinya; menandatangani dokumen Kajian Risiko dalam posisinya sebagai inisiator atau penanggung jawab atas suatu inisiatif/kegiatan; memantau KRI serta pelaksanaan dan efektivitas mitigasi risiko, serta membuat laporan sesuai ketentuan/pedoman yang ada; mendokumentasikan proses bisnis yang ada di bidang/lingkup kewenangannya, permasalahan yang telah terjadi dan risiko yang berpotensi terjadi serta pengendaliannya, serta melakukan Control Self-Assessment (CSA) secara periodic sesuai ketentuan; mempersiapkan sumber daya dan memastikan terdapat karyawan yang memiliki sertifikat kompetensi dalam Manajemen Risiko yang diperlukan dalam pengelolaan risiko di unit kerjanya; memastikan manajemen risiko dipahami dan diimplementasikan oleh satuan/unit kerjanya; memastikan manajemen risiko dipahami dan diimplementasikan oleh satuan/unit kerjanya. *Ensures the effective implementation of risk culture programs within their respective work units, including by: (a) understanding the risks associated with their duties and the corresponding mitigation measures; and (b) understanding and complying with established business process SOPs, Occupational Health and Safety Management Systems (OHSMS), and Anti-Bribery Management Systems (ABMS) in carrying out their responsibilities, as approved by the Board of Directors and/or the relevant Risk Owner; Conducts ongoing risk management activities within their area of responsibility, including the planning, implementation, and follow-up of risk mitigation measures; Signs Risk Assessment documents in their capacity as the initiator or person responsible for a particular initiative or activity; Monitors Key Risk Indicators (KRIs), as well as the implementation and effectiveness of risk mitigation measures, and prepares reports in accordance with applicable policies and guidelines; Documents business processes within their area of authority, records issues that have occurred and potential risks that may arise along with the corresponding control measures, and conducts periodic Control Self-Assessments (CSA) in accordance with applicable requirements; Allocates the necessary resources and ensures the availability of personnel holding the required Risk Management competency certifications to support risk management activities within their work units; Ensures that Risk Management principles are understood and effectively implemented throughout their respective work units; and Promotes continuous awareness and integration of Risk Management practices within their work units to support the achievement of organizational objectives.*

Fungsi Pelaksana Program Manajemen Risiko

Perusahaan membentuk Divisi Manajemen Risiko yang memiliki tugas pokok dalam kegiatan merencanakan, merumuskan, mengarahkan, mengendalikan, mengevaluasi serta melaporkan kegiatan strategi perencanaan dan tata kelola risiko dan monitoring evaluasi risiko sesuai dengan aturan yang berlaku di Perusahaan. Divisi Manajemen Risiko ditetapkan berdasarkan Peraturan Direksi No. PRD-03/DIR/03/2025 tentang Struktur Organisasi dan Tata Kerja Perum Jasa Tirta II. Divisi Manajemen Risiko secara struktural melaporkan pelaksanaan tugasnya dan bertanggung jawab langsung kepada Direktorat Keuangan, SDM & Manajemen Risiko.

Divisi Manajemen Risiko Mempunyai Fungsi:

a. Penyusunan strategi kebijakan, dan sosialisasi terkait tata kelola pengelolaan risiko Perusahaan, yang meliputi.
    1. Penetapan strategi risiko terintegrasi Perusahaan dari Anak Perusahaan ke Perusahaan.
    2. Penetapan selera risiko (*risk appetite*), toleransi risiko (*risk tolerance*), dan batasan risiko (*risk limit*) yang memperhatikan kapasitas risiko (*risk capacity*).
    3. Penetapan taksonomi risiko.
    4. Penetapan penggunaan metode pengukuran dan sistem informasi manajemen risiko.
    5. Penyusunan rencana darurat (*contingency plan*) dalam kondisi terburuk (worst case scenario).
    6. Peta jalan/*roadmap* Manajemen Risiko.
    7. Pedoman/piagam Manajemen Risiko.

Risk Management Program Implementing Function

The Company has established a Risk Management Division whose primary responsibility is to plan, formulate, direct, control, evaluate, and report on risk governance and strategic risk management activities, as well as risk monitoring and evaluation in accordance with the prevailing regulations of the Company. The Risk Management Division was established pursuant to Directors' Regulation No. PRD-03/DIR/03/2025 concerning the Organizational Structure and Work Procedures of Perum Jasa Tirta II. Structurally, the Risk Management Division reports on the implementation of its duties and is directly accountable to the Directorate of Finance, Human Resources & Risk Management.

The Risk Management Division is responsible for the following functions:

a. Formulating risk governance policies and strategies, as well as conducting socialization activities related to the Company's risk management framework, which include:
    1. Establishing the Company's integrated risk strategy across Subsidiaries and the Parent Company;
    2. Determining risk appetite, risk tolerance, and risk limits with due consideration to the Company's risk capacity;
    3. Establishing the Company's risk taxonomy;
    4. Determining the application of risk measurement methodologies and risk management information systems;
    5. Developing contingency plans for worst-case scenarios;
    6. Preparing the risk management roadmap; and
    7. Developing risk management guidelines and charters.

b. Penyusunan strategi pengelolaan perencanaan dan tata kelola risiko Perusahaan.
c. Penyusunan strategi pelaksanaan Penilaian *Risk Maturity Indeks* (RMI).
d. Penyusunan strategi pengelolaan monitoring dan evaluasi risiko Perusahaan.
e. Penyusunan strategi pengembangan budaya risiko Perusahaan;
f. Pelaksanaan tugas dan fungsi lain yang ditetapkan oleh Perusahaan;
g. Pengelolaan arsip aktif di Divisi Manajemen Risiko;
h. Pengelolaan risiko di Divisi Manajemen Risiko;
i. Penyusunan usulan dokumen RJPP & RKAP di Divisi Manajemen Risiko;
j. Pengelolaan program kerja di Divisi Manajemen Risiko;
k. Pengelolaan KPI di Divisi Manajemen Risiko;
l. Pengadaan barang/jasa sesuai dengan batas kewenangan di Divisi Manajemen Risiko;
m. Penyusunan proses bisnis unit kerja sesuai batas kewenangan dan berkoordinasi dengan Divisi yang membidangi Pengendalian Kinerja dan Sistem Manajemen;
n. Pemberian dukungan dalam hal implementasi K3LH di Perusahaan sesuai dengan tugas dan fungsi di Divisi Manajemen Risiko;
o. Persiapan naskah MoU dan/atau Perjanjian Kerja Sama (PKS) sesuai dengan tugas dan fungsi;
p. Penggunaan dan pelaksanaan pertanggungjawaban uang muka kerja;
q. Pelaksanaan kebijakan pengelolaan

b. Formulating strategic plans for the Company's risk management planning and governance framework;
c. Formulating strategies for the implementation of the Risk Maturity Index (RMI) assessment;
d. Formulating strategies for the monitoring and evaluation of the Company's risk management practices;
e. Formulating strategies to foster and strengthen the Company's risk culture;
f. Carrying out other duties and functions as assigned by the Company;
g. Managing active records and archives within the Risk Management Division;
h. Managing risks within the Risk Management Division;
i. Preparing proposals for the Company's Long-Term Corporate Plan (RJPP) and Annual Work Plan and Budget (RKAP) within the Risk Management Division.
j. Managing work programs within the Risk Management Division;
k. Managing Key Performance Indicators (KPIs) within the Risk Management Division;
l. Procuring goods and services within the authority limits of the Risk Management Division;
m. Developing business processes within the scope of its authority and coordinating with the Division responsible for Performance Control and Management Systems;
n. Providing support for the implementation of Occupational Health, Safety, Environment, and Security (K3LH) programs in accordance with the duties and functions of the Risk Management Division;
o. Preparing draft Memoranda of Understanding (MoUs) and/or Cooperation Agreements (PKS) in accordance with the Division's duties and functions;
p. Utilizing and administering

anti penyuapan Perusahaan;

r. Koordinasi dengan unit kerja lainnya terkait tugas dan fungsi;

s. Pengendalian bukti kerja pelaksanaan tugas dan fungsi;

t. Penyusunan laporan sesuai dengan tugas dan fungsi.

accountability for working advance funds;

q. Implementing the Company's anti-bribery management policies;

r. Coordinating with other work units in relation to the execution of duties and functions;

s. Controlling and maintaining supporting documentation as evidence of the implementation of duties and functions; and

t. Preparing reports in accordance with the Division's duties and functions.

Struktur Organisasi Divisi Manajemen Risiko

Risk Management Division Organizational Structure

Selera Risiko Perusahaan

Selera risiko Perum Jasa Tirta II di tahun 2025 merujuk kepada selera risiko Kementerian BUMN yang tercantum dalam Aspirasi Pemegang Saham/Pemilik Modal No. S-468/MBU/09/2024 tanggal 30 September 2024.

Pernyataan selera risiko yang ditetapkan Perusahaan untuk tahun 2025 adalah sebagai berikut:

Company Risk Appetite

Perum Jasa Tirta II's risk appetite for 2025 refers to the risk appetite established by the Ministry of State-Owned Enterprises (SOEs) as stipulated in the Shareholder/ Capital Owner Aspirations Letter No. S-468/MBU/09/2024 dated September 30, 2024.

The Company's risk appetite statement for 2025 is as follows:

Risk Appetite Statement Perusahaan Tahun 2025
2025 Company Risk Appetite Statement

Pengelolaan *Risk Category*	Sikap Terhadap Resiko *Risk Attitude*	Pernyataan Selera Risiko *Risk Appetite Statement*
1. **Risiko Hukum dan Kepatuhan** ***Legal and Compliance Risk***	Tidak Toleran *Zero Tolerance*	1. Perusahaan tidak memberikan ruang untuk melakukan pelanggaran terhadap peraturan perundang-undangan, dan tidak mentolerir aktivitas yang melanggar kepatuhan/ compliance (fraud), serta berkomitmen untuk mencegah perilaku tersebut. 2. Perusahaan menjalankan pengusahaan listrik, air baku, SPAM, pengusahaan jasa lahan, jasa laboratorium, dan pariwisata (Non-SDA) dengan menerapkan tata kelola perusahaan yang baik dan manajemen risiko yang terintegrasi, dan prudent serta menjunjung tinggi core value AKHLAK. *1. The Company adopts a zero-tolerance approach toward violations of laws and regulations and does not tolerate any non-compliant or fraudulent activities. The Company is committed to preventing such conduct across all levels of the organization.* *2. In conducting its business activities in the electricity sector, bulk water supply, Water Supply System (SPAM) services, land utilization services, laboratory services, and tourism businesses (Non-Water Resources), the Company consistently applies Good Corporate Governance principles, integrated risk management practices, and prudent business conduct, while upholding the AKHLAK core values.*
2. **Risiko Reputasi** ***Reputational Risk***		3. Perusahaan tidak memberikan toleransi terhadap risiko reputasi agar tercipta kepercayaan publik kepada Perusahaan. *3. The Company adopts a zero-tolerance approach to reputational risk in order to maintain public trust and confidence in the Company.*
3. **Risiko ESG (Environment, Social, *Governance*)** ***ESG Risk***		4. Perusahaan tidak memberikan toleransi terhadap perusakan lingkungan di Wilayah Sungai (WS) yang berada di Wilayah Kerja Perusahaan dan dibawah wewenang serta kendali Perusahaan, serta memiliki preferensi yang konsisten terhadap tercapainya tingkat penilaian Environment, Social and *Governance* (ESG) yang dipersyaratkan, agar program ESG dapat memberikan manfaat bagi Masyarakat dan lingkungan. *4. The Company adopts a zero-tolerance approach toward environmental degradation within the River Basin Areas (Wilayah Sungai/WS) under its authority and operational control. In addition, the Company consistently prioritizes the achievement of the required Environmental, Social, and Governance (ESG) performance standards to ensure that ESG initiatives deliver sustainable benefits to both the community and the environment.*
4. **Risiko Informasi Teknologi** ***Information Technology Risk***		5. Perusahaan tidak memberikan toleransi terhadap kelalaian keamanan dan perlindungan data pribadi. *5. The Company adopts a zero-tolerance approach to any negligence related to information security and the protection of personal data.*
5. **Risiko Informasi Teknologi** ***Information Technology Risk***		6. Perusahaan tidak mentolerir terhadap Number of Accident (NoA) HSSE (terjadi apabila terdapat kejadian fatality dan major property damage). *6. The Company adopts a zero-tolerance approach to HSSE (Health, Safety, Security, and Environment) incidents, particularly those resulting in fatalities or major property damage, as reflected in the Number of Accidents (NoA) indicator.*

Pengelolaan *Risk Category*	Sikap Terhadap Resiko *Risk Attitude*	Pernyataan Selera Risiko *Risk Appetite Statement*
6. Risiko Informasi Teknologi ***Information Technology Risk***	Konservatif *Conservative7*	7. Perusahaan berkomitmen untuk melaksanakan tugas dan tanggung jawab sebagai Perusahaan Umum (Perum) yang melaksanakan pengelolaan, pengusahaan, dan penugasan khusus di bidang SDA serta untuk menyelenggarakan fungsi kemanfaatan umum di WS yang berada di wilayah kerja Perusahaan sesuai dengan PP No. 25 Tahun 2022. 8. Perusahaan mematuhi pemenuhan kewajiban keuangan dan mempertahankan struktur keuangan yang sehat serta menjaga keberlangsungan usaha secara berkesinambungan dalam melaksanakan penugasan pemerintah dan pengusahaan. *7. The Company is committed to carrying out its duties and responsibilities as a State-Owned Public Corporation (Perum) entrusted with the management, utilization, and special assignments in the water resources sector, as well as the provision of public benefit functions within the River Basin Areas (WS) under its operational jurisdiction, in accordance with Government Regulation No. 25 of 2022.* *8. The Company ensures compliance with its financial obligations, maintains a sound financial structure, and safeguards business sustainability to support the effective implementation of both government assignments and commercial operations.*
7. Risiko Operasional ***Operational Risk***		9. Perusahaan menjalankan operasi dan pemeliharaan SDA serta pengusahaan listrik, air baku, SPAM, pengusahaan jasa lahan, jasa laboratorium, dan pariwisata (Non-SDA) dengan praktik terbaik serta menjaga aspek Environment, Social and *Governance* (ESG). *9. The Company conducts water resources operation and maintenance activities, as well as business operations in the areas of electricity generation, raw water supply, drinking water supply systems (SPAM), land-based services, laboratory services, and tourism (Non-Water Resources), by adopting best practices while upholding Environmental, Social, and Governance (ESG) principles.*
8. Risiko Eksekusi Proyek Pengembangan Development ***Project Execution Risk***		10. Perusahaan memberikan minimum toleransi terhadap permasalahan proyek pengembangan bisnis dan berupaya untuk mengoptimalkan pengendalian guna memitigasi risiko terkait keterlambatan pengerjaan, kelebihan dalam penggunaan anggaran, maupun kualitas pekerjaan. *10. The Company maintains a minimal tolerance for issues arising from business development projects and continuously seeks to strengthen controls to mitigate risks associated with project delays, budget overruns, and deficiencies in work quality.*
9. Risiko Kebijakan Sumber Daya Manusia (SDM) ***Human Resources (HR) Policy Risk***	Moderat *Moderate*	11. Perusahaan mengoptimalkan pengelolaan SDM dengan meningkatkan kompetensi melalui pelatihan dan sertifikasi di bidang SDA dan Non-SDA untuk mencapai manfaat jangka panjang sesuai kebijakan yang berlaku, serta berupaya meningkatkan produktivitas dan kesejahteraan karyawan melalui sistem reward and punishment. *11. The Company optimizes its human resource management by enhancing employee competencies through training and certification programs in both Water Resources (SDA) and Non-Water Resources sectors. These initiatives are undertaken to generate long-term benefits in accordance with prevailing policies, while also promoting employee productivity and welfare through the implementation of a reward and punishment system.*

Pengelolaan *Risk Category*	Sikap Terhadap Resiko *Risk Attitude*	Pernyataan Selera Risiko *Risk Appetite Statement*
10. Risiko Pasar dan Makroekonom ***Market and Macroeconomic Risk***	Moderat *Moderate*	12. Perusahaan menyeimbangkan pelaksanaan kegiatan pengusahaan SDA dan Non-SDA, serta inisiatif strategis pengembangan usaha SPAM, dan PLTS dengan stabilitas makroekonomi seperti nilai tukar Rupiah, tingkat suku bunga, inflasi, dan potensi resesi ekonomi, melalui pertimbangan yang terukur dan justifikasi yang memadai sesuai dengan kondisi makroekonomi. *12. The Company maintains a balanced approach in carrying out its Water Resources (SDA) and Non-Water Resources business activities, as well as strategic development initiatives in water supply systems (SPAM) and solar power plant (PLTS) projects. Such initiatives are undertaken with due consideration of macroeconomic conditions, including Rupiah exchange rate fluctuations, interest rates, inflation, and potential economic recession risks, through prudent assessment and adequate justification aligned with prevailing economic conditions.*
11. Risiko Strategis/ Inisiatif Strategis ***Strategic Risk / Strategic Initiatives***	Strategi *Strategies*	13. Perusahaan secara aktif dan dengan mempertimbangkan kalkulasi risiko yang matang sepadan dengan nilai kembalian investasi (return) untuk menciptakan nilai melalui penambahan wilayah kerja, inovasi model bisnis pengembangan SPAM, PLTS, eksplorasi dan pengembangan, pertumbuhan perusahaan Non-SDA yang mempertimbangkan aspek Environmental, Social and *Governance* (ESG) dengan menerima konsekuensi peningkatan penambahan biaya modal (Capex). 14. Perusahaan mengoptimalkan sumber daya idle, lahan milik yang belum dapat menghasilkan manfaat berupa pendapatan jasa sewa lahan melalui kerja sama usaha dengan mitra yang memiliki kompetensi dengan menerima risiko bisnis yang wajar dan terukur. *13. The Company actively pursues value creation initiatives by expanding its operational areas, innovating business models for SPAM and PLTS development, undertaking exploration and development activities, and accelerating the growth of its Non-Water Resources business. These initiatives are executed based on comprehensive risk assessments and a balanced evaluation of expected investment returns, while taking into account Environmental, Social, and Governance (ESG) considerations and accepting the implications of increased capital expenditure (Capex).* *14. The Company also seeks to optimize idle resources and underutilized land assets that have not yet generated rental income by establishing business partnerships with competent strategic partners. Such collaborations are carried out while accepting reasonable and measurable business risks in pursuit of sustainable value creation.*

Selain itu, Perusahaan juga telah menetapkan ambang risiko untuk tahun 2025, yang memuat nilai kapasitas risiko (*risk capacity*), nilai selera risiko (*risk appetite*), dan nilai batasan risiko (*risk limit*), dengan memperhatikan data historis dan langkah Perusahaan dalam eksploitasi *opportunity to improve and grow*. Nilai ambang risiko untuk tahun 2025 adalah sebagai berikut:

Furthermore, the Company has established its risk thresholds for 2025, encompassing the risk capacity, risk appetite, and risk limit values, taking into consideration historical data as well as the Company's strategic initiatives to capitalize on opportunities for improvement and growth. The risk threshold values for 2025 are presented as follows:

Nilai Ambang Risiko Tahun 2025
Risk Threshold Values for 2025

Nilai Kapasitas Risiko *Risk Capacity*	Nilai Selera Risiko *Risk Appetite*	Nilai Toleransi Risiko *Risk Tolerance*	Nilai Batas Risiko *Risk Limit*
Rp1.803.52.950.814	Rp135.228.971.311	Rp180.305.295.081	Rp108.183.177.048
Nilai Kapasitas Risiko Perusahaan sebesar 81% dari Total Aset Prognosa Tahun 2024 senilai Rp2,18 triliun. *The Company's Risk Capacity is set at 81% of the projected total assets for 2024, amounting to IDR2.18 trillion.*	Nilai Selera Risiko 7,5% dari nilai Kapasitas Risiko. *The Risk Appetite is established at 7.5% of the Risk Capacity value.*	Nilai Toleransi Risiko 10% dari Nilai Kapasitas Risiko. *The Risk Tolerance is determined at 10% of the Risk Capacity value.*	Hasil evaluasi *risk limit* pada tahun 2024 sebesar 5%, terdapat kenaikan menjadi 6% dari Nilai Kapasitas Risiko Perusahaan di tahun 2025. *Based on the evaluation of the risk limit in 2024, which stood at 5%, the Company increased the threshold to 6% of the Company's Risk Capacity for 2025.*

Profil dan Mitigasi Risiko

Profil risiko korporasi merupakan bagian integral dari Rencana Kerja dan Anggaran Perusahaan (RKAP). Perusahaan melakukan review secara berkala terhadap risiko utama yang tercantum dalam profil risiko, termasuk melakukan peninjauan terhadap risiko-risiko yang tercatat di periode sebelumnya. Beberapa risiko tingkatannya telah menurun dan sesuai dengan selera risiko Perusahaan, sementara beberapa risiko yang belum memenuhi kriteria selera risiko tetap tercatat di dalam profil risiko tahun 2025.

Profil risiko korporasi tahun 2025 mengidentifikasi sebanyak 6 risiko utama yang berpotensi menghambat pencapaian sasaran Perusahaan. Sebagai langkah mitigasi, Perusahaan telah menyusun upaya pengelolaan risiko korporasi untuk tahun 2025, yang mencakup serangkaian tindakan sebagai berikut:

Risk Profile and Mitigation

The corporate risk profile forms an integral part of the Company's Work Plan and Budget (RKAP). The Company conducts periodic reviews of the key risks identified in its risk profile, including reassessing risks recorded in previous periods. Several risks have shown a reduced risk level and are now aligned with the Company's risk appetite. Meanwhile, risks that have yet to meet the established risk appetite criteria remain incorporated in the 2025 risk profile.

The 2025 corporate risk profile identifies six key risks that have the potential to hinder the achievement of the Company's objectives. As part of its mitigation efforts, the Company has formulated a corporate risk management plan for 2025, comprising a series of measures and initiatives, as follows:

No.	Kategori Risiko *Risk Category*	Peristiwa Risiko *Risk Event*	Penyebab Belum Terjadi *Potential Causes*	Mitigasi *Mitigation Measures*	Penilaian *Assessment*	Dampak (Rp) *Impact (IDR)*
1.	Risiko Keuangan dan Bisnis/ *Financial and Business Risk*	Piutang macet *Non-performing receivables*	Pengendalian piutang yang tidak efisien *Inefficient receivables management and collection processes*	Monitoring dan evaluasi piutang *Monitoring and evaluation of receivables*	Cukup dan efektif sebagian *Adequate and Partially Effective*	Rp84.735.492.587
2.	Risiko Teknologi Informatika/ *Information Technology Risk*	Potensi terjadi kebocoran data operasional dan strategis Perusahaan *Potential leakage of the Company's operational and strategic data*	Sistem keamanan tidak memadai (tidak update) *Inadequate security systems due to outdated security updates*	Implementasi firewall generasi terbaru (Fortigate License Unified Threat Management) Implementasi Security Information and Event Management (SIEM) *Implementation of next-generation firewall technology (Fortigate Unified Threat Management License) Implementation of a Security Information and Event Management (SIEM) system*		Rp128.664.600.715
			Serangan siber yang berasal dari internal Perusahaan (perangkat yang tidak terkendali) *Cyberattacks originating from internal sources due to unmanaged endpoint devices*	Implementasi Active Directory Domain Service (ADDS) Windows 11 Professional User License Implementasi Windows Server 2022 for Active Directory Domain Service (ADDS) Ketersediaan kebijakan SMKI (Sistem Manajemen Keamanan Informasi) meliputi penerapan kata sandi, aktivasi enkripsi dan manajemen data Perusahaan serta data pribadi *Implementation of Active Directory Domain Services (ADDS) through Windows 11 Professional User Licenses Implementation of Windows*	Cukup dan efektif sebagian *Adequate and Partially Effective*	

				Server 2022 for Active Directory Domain Services (ADDS) Availability and implementation of Information Security Management System (ISMS) policies covering password management, encryption controls, and the management of corporate and personal data.		
			Pelanggaran sistem melalui aktivitas korespondensi *System compromise through correspondence-related activities*	Penetapan melalui kebijakan Direksi penggunaan e-sign pada dokumen Perusahaan *Establishment of a Board of Directors policy governing the mandatory use of electronic signatures (e-signatures) in the execution of Company documents*	Cukup dan efektif sebagian *Adequate and Partially Effective*	
3.	Sasaran: Sustainability Unit Produksi PLTA/*Objective: Sustainability of the Hydropower Plant (HPP) Production Unit* Risiko Strategis/ *Strategic Risk*	Kualitas perencanaan peningkatan kapasitas Unit 6 PLTA dibawah standar *Substandard planning quality for the capacity enhancement of HPP Unit 6*	Keterbatasan data teknis yang digunakan untuk perencanaan *Limited technical data available for planning purposes*	Evaluasi dokumen perencanaan oleh Divisi Supervisi Teknik dan Divisi Pengembangan Usaha *Review and evaluation of planning documents by the Technical Supervision Division and Business Development Division*	Cukup dan efektif sebagian *Adequate and Partially Effective*	Rp110.652.000.000
4.	Sasaran: Distribusi air irigasi 3.912 jt m3/Objective: *Irrigation Water Distribution of 3,912 Million m³* Risiko Operasional/ *Operational Riskl*	Gangguan penyaluran air irigasi *Disruption to irrigation water distribution*	Ketersediaan air di Waduk Ir. H. Djuanda tidak sesuai rencana *Water availability at the Ir. H. Djuanda Reservoir falls below planned levels*	Penyusunan rencana operasi Waduk Kaskade Citarum (RTOW) Rapat Tim Koordinasi Pengoperasian Waduk Kaskade Citarum (TKPBKC) berdasarkan Prosedur 13 Perencanaan Realisasi Produk Pelaksanaan konservasi *Preparation of the Citarum Cascade Reservoir Operation Plan (RTOW)*	Cukup dan efektif sebagian *Adequate and Partially Effective*	

				Coordination meetings of the Citarum Cascade Reservoir Operation Coordination Team (TKPBKC) in accordance with Procedure 13 on Product Realization Planning Implementation of conversation program		
5.	Sasaran: Asesmen kinerja Bendungan dengan skor senilai 84,48/ *Objective: Dam Performance Assessment Score of 84.48* Risiko Operasional/ *Operational Risk*	Kerusakan pada tubuh Bendungan Ir. H. Djuanda dan instrumentasi nya *Damage to the Ir. H. Djuanda Dam structure and its instrumentation systems*	Beban kendaraan yang melintasi bendungan pelana pasir gombong melebihi beban rencana *Vehicle loads crossing the Pasir Gombong Saddle Dam exceed the designated design load capacity*	Inspeksi visual tanggul pelana pasir gombong Pengukuran topografi *Visual inspection of the Pasir Gombong saddle dam embankment Topographic surveys and measurements*	Cukup dan efektif sebagian *Adequate and Partially Effective*	
			Sampah dan gulma masuk melewati spillway Bendungan Ir. H. Djuanda *Debris and aquatic weeds pass through the spillway of the Ir. H. Djuanda Dam*	Pemeliharaan rutin sekat pada perairan Waduk Ir. H. Djuanda *Routine maintenance of debris barriers in the Ir. H. Djuanda Reservoir*	Cukup dan efektif sebagian *Adequate and Partially Effective*	
			Kebocoran di Tubuh Bendungan			
6.	Sasaran: Pengamanan lahan milik/ Objective: Protection and Security of Company-Owned Land Assets *Risiko Hukum dan Kepatuhan/ Legal and Compliance Risk*	Penguasaan aset Perusahaan oleh pihak lain *Unauthorized occupation or control of Company assets by third parties*	Kurangnya pengamanan aset Perusahaan, baik secara yuridis maupun fisik *Inadequate legal and physical safeguarding of Company assets*	Melakukan pengamanan dan penguasaan aset secara fisik maupun yuridis *Strengthening the physical and legal protection of Company assets*	Tidak cukup dan efektif sebagian *Partially insufficient and ineffective*	

Program Pengembangan Kompetensi dan Kegiatan Awareness Bidang Risiko

Perhatian terhadap pengelolaan risiko memainkan peran penting dalam menentukan efektivitas penerapan manajemen risiko. Selain itu, tingkat pemahaman yang baik terhadap manajemen risiko turut mendukung pencapaian target dan tujuan Perusahaan. Oleh karena itu, program pengembangan kompetensi menjadi salah satu upaya utama untuk meningkatkan pemahaman dan kepedulian terhadap implementasi manajemen risiko, yang pada gilirannya akan mendorong efektivitas penerapannya.

Program pengembangan kompetensi di bidang manajemen risiko ini dilaksanakan melalui berbagai metode, baik dalam bentuk *public training* yang diselenggarakan oleh pihak eksternal, maupun in-house training yang diselenggarakan bekerja sama dengan narasumber berpengalaman.

Di tahun 2025, program pengembangan kompetensi dan awareness terkait manajemen risiko yang dilaksanakan Perusahaan adalah sebagai berikut:

1. Evaluasi atas RKAP PJT II berbasis manajemen risiko.
2. Monitoring dan evaluasi manajemen risiko secara berkala.
3. Penyusunan dokumen *Contingency Plan*.
4. Penilaian peringkat komposit risiko;
5. Pembahasan komposit risiko unit kerja;
6. Penilaian *Risk Maturity Index*;
7. Penyusunan Pedoman ICoFR (Internal *Control Over Financial Reporting*);
8. Sosialisasi manajemen risiko;
9. Transformasi *Governance, Risk, and Compliance* (GRC);
10. Perencanaan manajemen risiko tahun 2026.

Risk ManagementWork Program

The Risk Management Work Program serves as the implementation of Perum Jasa Tirta II's Risk Management Policy and is supported by the Company's Risk Management Roadmap. The Company has also developed a follow-up action plan based on the results of the risk maturity gap analysis, along with an improvement plan that has been duly reviewed and approved.

The realization of the work programs related to the implementation of risk management throughout 2025 is presented as follows:

1. *Evaluation of the Company's Work Plan and Budget (RKAP) based on a risk management approach;*
2. *Periodic monitoring and evaluation of risk management implementation;*
3. *Development of the Contingency Plan document;*
4. *Assessment of the Composite Risk Rating;*
5. *Review and discussion of the Composite Risk Rating of work units;*
6. *Assessment of the Risk Maturity Index;*
7. *Development of the Internal Control Over Financial Reporting (ICoFR) Guidelines;*
8. *Risk management awareness and socialization programs;*
9. *Transformation of Governance, Risk,*
10. *Preparation of the 2026 Risk Management Plan.*

No	Nama Program *Program Name*
1.	*Qualified Risk Management Professional* (QRMP)
2.	*Qualified Risk Management Officer* (QRMO)
3.	*Certified Fraud Risk Management* (CFRM)
4.	Pelatihan dan Serfitikasi *Qualified Risk Management Officer* (QRMO) / *Qualified Risk Management Officer (QRMO) Training and Certification*
5.	Pelatihan dan Sertifikasi Certified Risk *Governance* Professional (CRGP) / *Certified Risk Governance Professional (CRGP) Training and Certification*
6.	*Qualified Risk Management Officer* (QRMO)
7.	Qualified *Risk Management Professional* (QRMP)
8.	CGRCP (Certified GRC Professional)
9.	Perpanjangan Sertifikasi CRMP / *CRMP Certification Renewal*
10.	Internal *Control Over Financial Reporting*
11.	Mastering GRC (*Governance, Risk, and Compliance*) & QMS (*Quality Management System*) – *Strategies for Compliance and Business Excellence*
12.	*Risk Appetite Statement: Establishment, Implementation, and Evaluation*
13.	*Internal Control Over Financial Reporting* (ICoFR)
14.	*GRC Series 2025: The Future of Corporate Governance: A Balance Between Power, Purpose, and Principles*
15.	*Risk Management Maturity Assessment*
16.	*Workshop Implementasi Internal Control Over Financial Reporting* (ICoFR)
17.	*Business Continuity Management Based on* ISO 22301
18.	Seminar dan Pengukuhan Profesi CFRM (*Certified Fraud and Risk Management*) / *Certified Fraud and Risk Management (CFRM) Professional Seminar and Conferment Ceremony*
19.	*Risk Maturity Forum* BUMN
20.	Peserta Wisuda Sertifikasi LSPMR CRGP dan Konferensi Nasional Profesional Manajemen Risiko XI-2025 / *Participation in the LSPMR CRGP Certification Graduation Ceremony and the 11th National Conference of Risk Management Professionals 2025*

Evaluasi Kinerja Manajemen Risiko

Di tahun 2025, Perum Jasa Tirta II melakukan asesmen *Risk Maturity Index* (RMI) berdasarkan Peraturan Menteri BUMN No. PER-2/MBU/03/2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara, Surat Menteri BUMN No. S-468/MBU/09/2024 tanggal 30 September 2024 perihal Aspirasi Pemegang Saham untuk Penyusunan Rencana Kerja dan Anggaran Perusahaan Tahun 2025, dan SK-8/DKU.MBU/12/2023 tentang Petunjuk Teknis Penilaian Indeks Kematangan Risiko (*Risk Maturity Index*) di Lingkungan BUMN, dengan penjabaran sebagai berikut:

Risk Management Performance Evaluation

In 2025, Perum Jasa Tirta II conducted a Risk Maturity Index (RMI) assessment in accordance with the Regulation of the Minister of State-Owned Enterprises (SOEs) No. PER-2/MBU/03/2023 concerning Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises, the Letter of the Minister of SOEs No. S-468/MBU/09/2024 dated September 30, 2024 regarding Shareholder Aspirations for the Preparation of the 2025 Company Work Plan and Budget, and Decree No. SK-8/DKU.MBU/12/2023 concerning Technical Guidelines for the Assessment of the Risk Maturity Index (RMI) within SOEs. The assessment was

1. Penilaian RMI dilakukan atas Kinerja Tahun Buku 2024;
2. Pelaksana adalah Tim Penilai Internal Pelaksanaan Penilaian Indeks Kematangan Risiko dengan pendampingan oleh BPKP Jawa Barat;
3. Tujuan penilaian untuk mengukur tingkat kualitas rancangan dan efektivitas penerapan manajemen risiko dalam melindungi dan menciptakan nilai pada Perum Jasa Tirta II;
4. Diharapkan, hasil penilaian dapat menunjukkan *gap* implementasi manajemen risiko Perusahaan dengan Petunjuk Teknis Penilaian RMI yang menjadi landasan perbaikan dan penguatan penerapan manajemen risiko kedepannya;
5. Penilaian RMI dilakukan melalui 3 (tiga) metode, yaitu: metode survei kuesioner untuk menjaring persepsi dari karyawan, dilaksanakan pada tanggal 18 Juli – 9 September 2025 dengan jumlah responden sebanyak 295 orang; metode reviu dan analisis data serta dokumen yang berlaku atau diimplementasikan sepanjang tahun 2024; serta metode wawancara selektif sebagai langkah konfirmasi dilaksanakan pada tanggal 1 s.d. 3 September 2025 untuk menjaring informasi terkait sistem dan praktik manajemen risiko;
6. Berdasarkan hasil survei, *selective interview*, dan *review document*, Tim Internal merumuskan hasil ringkasan penilaian dengan skor 2,9;
7. Hasil Penilaian RMI dihitung berdasarkan 2 (dua) aspek, yaitu Aspek Dimensi dan Aspek Kinerja, sebagai berikut:
8. Berdasarkan kedua aspek penilaian

carried out with the following scope and objectives:

1. *The RMI assessment was conducted based on the Company's performance for Fiscal Year 2024;*
2. *The assessment was carried out by the Internal Assessment Team for Risk Maturity Index Evaluation, with guidance and assistance from the West Java Representative Office of the Financial and Development Supervisory Agency (BPKP);*
3. *The objective of the assessment was to measure the quality of the risk management framework design and the effectiveness of its implementation in protecting and creating value for Perum Jasa Tirta II;*
4. *The assessment results are expected to identify gaps between the Company's risk management implementation and the RMI Technical Guidelines, thereby providing a basis for continuous improvement and strengthening of risk management practices in the future;*
5. *The RMI assessment was conducted using three methods: (i) a questionnaire survey method to capture employee perceptions, conducted from July 18 to September 9, 2025, involving a total of 295 respondents; (ii) a review and analysis of data and documents that were in effect or implemented throughout 2024; and (iii) selective interviews conducted from September 1 to 3, 2025, as a confirmation process to obtain information regarding the Company's risk management systems and practices;*
6. *Based on the results of the survey, selective interviews, and document review, the Internal Assessment Team formulated a summary assessment result with a score of 2.9;*
7. *The RMI assessment results were calculated based on two aspects, namely the Dimension Aspect and the Performance Aspect, as presented below:*

Aspek Kinerja
Performance Aspect

No.	Aspek *Aspect*	Nilai Aspek *Aspect Score*	Nilai Konversi *Converted Score*	Bobot *Weight*	Nilai Konversi x Bobot *Converted Score × Weight*	Skor *Score*
1.	Tingkat Kesehatan Peringkat Akhir (Final Rating) *Final Health Rating*	AAA	100	50%	50	
2.	Peringkat Komposit Risiko *Composite Risk Rating*	3	55	50%	27,5	
1 s.d. 2	**Skor Aspek Kinerja/** *Performance Aspect Score*					77,5
					Penyesuaian Akhir/*Final Adjustment*	0,0*
					Skor RMI/*RMI Score*	2,9*

*) Nilai Aspek Kinerja belum dibutuhkan karena Skor Aspek Dimensi masih dibawah 3,00 / *The Performance Aspect Score was not assessed, as the Dimension Aspect Score remained below 3.00.*

tersebut, skor RMI sebesar 2,9 masuk dalam kategori fase Praktik yang Baik;

9. Skor 2,9 menggambarkan bahwa di tahun 2024, PJT II telah membangun fondasi manajemen risiko yang cukup kuat dengan praktik yang sejalan dengan standar industri, kesadaran risiko pegawai yang mulai terbentuk, serta adanya struktur, kerangka kerja, dan sistem pendukung yang sudah diterapkan. Penerapan prinsip manajemen risiko juga telah konsisten di seluruh bagian Perusahaan, bahkan target kinerja berhasil dijabarkan hingga ke tingkat individu, meskipun efektivitas implementasinya masih perlu ditingkatkan secara merata;

10. Atas dasar penilaian RMI Tahun Buku 2024 tersebut, maka dapat digambarkan proyeksi skor Aspek Dimensi RMI Perusahaan sampai dengan tahun 2029 sebagai berikut:

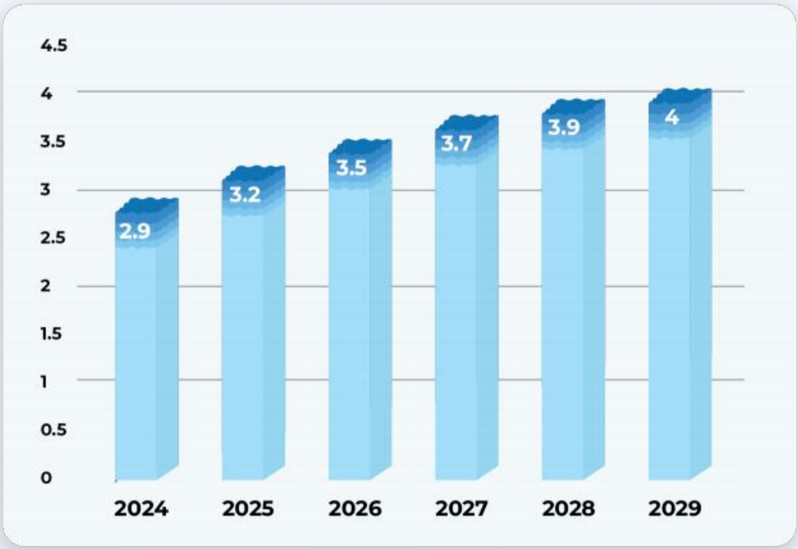
8. *Based on the assessment of these two aspects, the RMI score of 2.9 falls within the Good Practice phase category;*

9. *A score of 2.9 indicates that, in 2024, PJT II had established a relatively strong risk management foundation, supported by practices aligned with industry standards, an emerging risk-aware culture among employees, and the implementation of the necessary structure, framework, and supporting systems. Risk management principles have also been consistently applied across all areas of the Company, with performance targets successfully cascaded down to the individual level, although the effectiveness of implementation still requires further enhancement across the organization;*

10. *Based on the results of the RMI assessment for Fiscal Year 2024, the projected scores for the Company's RMI Dimension Aspects through 2029 are presented as follows:*

Proyeksi Skor Aspek Dimensi RMI

Projected Score for the RMI Dimension Aspect



11. Rekomendasi hasil Penilaian RMI Tahun 2025 atas Tahun Buku 2024, yang merupakan *gap* dari Juknis RMI dan penerapan manajemen risiko di PJT, akan dilaksanakan sesuai timeline sebagai berikut:

11. Recommendations arising from the 2025 RMI Assessment of Fiscal Year 2024, representing the gaps identified between the RMI Technical Guidelines and the implementation of risk management practices at PJT II, will be addressed in accordance with the following timeline:

Rekomendasi Hasil Penilaian RMI Tahun 2025 atas Tahun Buku 2024
Recommendations from the 2025 RMI Assessment of Fiscal Year 2024

Kode	Nama Program *Program Name*	2025	2026	2027	2028
1.	Melakukan program *awareness* berkelanjutan di semua level *Conduct ongoing risk awareness programs across all organizational levels*		√		
2.	Mengintegrasikan indikator perilaku ke dalam KPI Perusahaan *Integrate behavioral indicators into the Company's Key Performance Indicators (KPIs)*				√

3.	Membangun role model dari manajemen puncak untuk memberi contoh nyata penerapan budaya risiko *Establish role models from senior management to demonstrate the practical implementation of a risk-aware culture*		√		
4.	Penguatan kapasitas SDM pengelola risiko melalui sertifikasi dan pelatihan teknis *Strengthen the capabilities of risk management personnel through professional certifications and technical training programs*	√			
5.	Menetapkan struktur dan mandat yang jelas bagi unit pengelola risiko *Define a clear structure and mandate for the risk management function*	√			
6.	Memastikan peran lini kedua dalam *Three Lines Model* aktif mendampingi manajemen lini pertama *Ensure that the second line of the Three Lines Model actively supports and guides first-line management*		√		
7.	Menyusun mekanisme pelaporan risiko regular ke Dewan Pengawas *Establish a regular risk reporting mechanism to the Supervisory Board*				√
8.	Memanfaatkan data analytics untuk memperkuat proses identifikasi *Leverage data analytics to strengthen the risk identification process*				√
9.	Menghubungkan hasil identifikasi dengan Rencana Bisnis dan RKAP agar risiko strategis langsung termitigasi Align risk identification outcomes with the Corporate Business Plan and RKAP to ensure strategic risks are addressed proactively *Align risk identification outcomes with the Corporate Business Plan and RKAP to ensure strategic risks are addressed proactively*	√			
10.	Melakukan penilaian risiko lintas fungsi untuk meminimalkan silo antar unit *Conduct cross-functional risk assessments to minimize organizational silos and enhance collaboration among business units*		√		
11.	Menetapkan role clarity antara lini pertama, kedua, dan ketiga *Define clear roles and responsibilities among the first, second, and third lines*		√		
12.	Mendorong fungsi kepatuhan agar memiliki otoritas independen dalam memberi peringatan dini *Strengthen the compliance function by ensuring it has independent authority to provide early warnings on potential risks and compliance issues*	√			
13.	Melakukan simulasi/pilot project penerapan *Three Lines Model* dalam proyek strategis Perusahaan *Conduct simulations and pilot projects for the implementation of the Three Lines Model in the Company's strategic initiatives and projects*			√	
14.	Mengoptimalkan koordinasi antara SPI, Dewan Pengawas, dan Manajemen *Enhance coordination among the Internal Supervisory Unit, the Supervisory Board, and Management*	√			

07

TANGGUNG JAWAB
SOSIAL DAN LINGKUNGAN

SOCIAL AND ENVIRONMENTAL RESPONSIBILITY (TJSL)

TANGGUNG JAWAB SOSIAL DAN LINGKUNGAN

SOCIAL AND ENVIRONMENTAL RESPONSIBILITY (TJSL)

Pengelolaan implementasi manajemen risiko secara terukur dan berkesinambungan dimaksudkan untuk mendorong peningkatan budaya risiko di internal Perusahaan, yang pada akhirnya menjadi pendukung pencapaian target pertumbuhan berkelanjutan.
The measured and sustainable implementation of risk management is intended to foster a stronger risk-aware culture throughout the Company, ultimately supporting the achievement of its sustainable growth targets.

Tanggung Jawab Sosial dan Lingkungan
Social and Environmental Responsibility (TJSL)

Strategi Keberlanjutan

Untuk mendukung tercapainya target menjadi Perusahaan terbaik dalam pengelolaan dan pengusahaan sumber daya air yang berkelanjutan di Indonesia, Perum Jasa Tirta II telah menetapkan berbagai strategi untuk tujuan keberlanjutan Perusahaan. Strategi yang disusun diharapkan dapat menjawab tantangan global terkait pengelolaan sumber daya air, peningkatan penggunaan energi baru terbarukan (EBT), maupun menciptakan lingkungan hidup yang sehat. Sebagai bentuk komitmennya, Perum Jasa Tirta II telah melakukan berbagai inisiatif terkait peningkatan kapasitas masyarakat dan lingkungan yang lebih baik.

Sustainability Strategy

To support its aspiration of becoming Indonesia's leading company in the sustainable management and utilization of water resources, Perum Jasa Tirta II has established various strategies to achieve its sustainability objectives. These strategies are designed to address global challenges related to water resource management, promote the utilization of renewable energy, and contribute to the creation of a healthy and sustainable environment.
As part of this commitment, Perum Jasa Tirta II has undertaken a range of initiatives focused on enhancing community capacity and fostering environmental improvement, thereby creating long-term value for both society and the environment.

Landasan lingkup tanggung jawab sosial dan lingkungan

Perum Jasa Tirta II terus mendukung upaya peningkatan dari berbagai aspek, yaitu lingkungan, sosial, dan ekonomi, yang menunjukkan komitmennya terhadap prinsip Tanggung Jawab Sosial Perusahaan (TJSL). Melalui pendekatan ini, Perusahaan tidak hanya berfokus pada pencapaian keuntungan finansial, tetapi juga pada keberlanjutan jangka panjang yang mencakup kesejahteraan semua pemangku kepentingan. Oleh karena itu, Perum Jasa Tirta II telah merumuskan

Foundation of Social and Environmental Responsibility Programs

Perum Jasa Tirta II continues to support development efforts across environmental, social, and economic aspects, reflecting its commitment to the principles of Social and Environmental Responsibility (TJSL). Through this approach, the Company not only focuses on achieving financial performance but also prioritizes long-term sustainability that benefits all stakeholders.

kebijakan untuk menunjang kegiatan TJSL sesuai dengan Pedoman Tata Kelola Perusahaan dan Pedoman Etika Usaha dan Tata Perilaku, disamping merujuk kepada Undang-Undang No. 40 Tahun 2007 tentang Perseroan Terbatas, Pasal 74 Tanggung Jawab Sosial dan Lingkungan, Peraturan Pemerintah No. 47 Tahun 2012 tentang Tanggung Jawab Sosial dan Lingkungan Perseroan.

To ensure the effective implementation of its Social and Environmental Responsibility programs, Perum Jasa Tirta II has established policies in accordance with the Regulation of the Minister of State-Owned Enterprises No. PER-1/MBU/03/2023 concerning Special Assignments and Social and Environmental Responsibility Programs of State-Owned Enterprises.

TATA KELOLA KEBERLANJUTAN
Sustainability Governance

Struktur tata kelola perusahaan

Struktur tata Kelola Perum Jasa Tirta II mengacu ke Undang-Undang Republik Indonesia No. 40 Tahun 2007 tentang Perseroan Terbatas dan Anggaran Dasar Perusahaan (Peraturan Pemerintah No. 25 Tahun 2022). Struktur organ tata Kelola PJT II terdiri dari Organ Utama yaitu Organ Perusahaan yang terdiri dari Rapat Pembahasan Bersama (RPB), Dewan Pengawas, dan Direksi. Dalam menjalankan fungsi pengelolaan Perusahan oleh Direksi dan pengawasan oleh Dewan Pengawas, Dewan Pengawas dan Direksi dibantu oleh Organ Pendukung. Direksi sebagai pelaksana fungsi pengelolaan Perusahaan dibantu oleh organ dibawah Direksi yang terdiri dari Sekretaris Perusahaan, Bidang Audit (Satuan Pengawasan Intern), Bidang Pengendalian Kinerja dan Sistem Manajemen, Bidang Sumber Daya Manusia, serta Unit Kerja Lainnya sebagai organ pendukung tata kelola perusahaan. Dewan Pengawas juga membentuk organ pendukung yang terdiri dari Sekretaris Dewan Pengawas, Komite Audit, Komite Pemantau Risiko, serta Komite Nominasi dan Remunerasi. Perusahaan juga dilengkapi dengan kebijakan tata kelola perusahaan (*soft structure*) yang memiliki peran sangat penting dalam membentuk dan mengarahkan proses bisnis serta perilaku hubungan dengan seluruh pemangku kepentingan,

Corporate Governance Structure

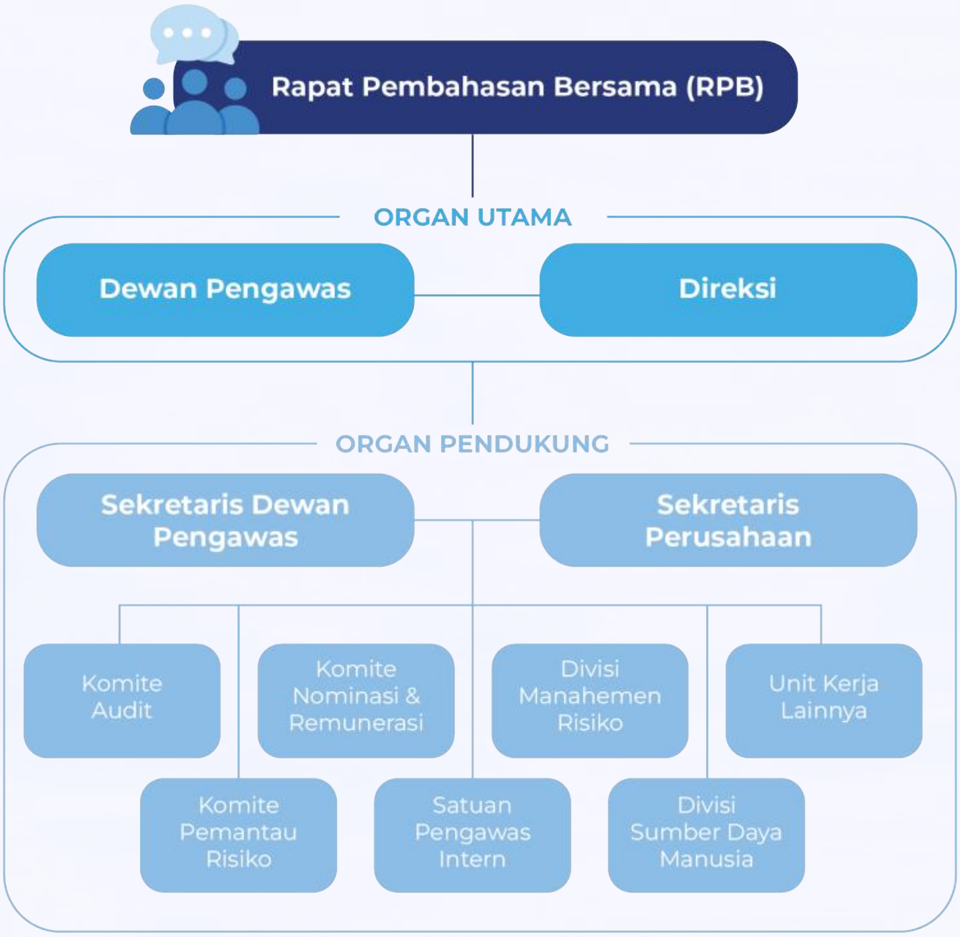
Perum Jasa Tirta II's corporate governance structure is established in accordance with Law No. 19 of 2003 concerning State-Owned Enterprises (SOEs) and the Company's Articles of Association (Government Regulation No. 25 of 2022). The governance structure comprises the Joint Deliberation Meeting (RPB), Supervisory Board, and Board of Directors as the Company's main governing bodies.

In carrying out their responsibilities, the Board of Directors and Supervisory Board are supported by various governance organs. The Board of Directors is assisted by the Corporate Secretary, Internal Audit Unit, Performance Control and Management System Division, Human Resources Division, and other supporting work units. Meanwhile, the Supervisory Board is supported by the Supervisory Board Secretary, Audit Committee, Risk Monitoring Committee, and Nomination and Remuneration Committee.

The Company's governance framework is further reinforced by governance policies (soft structure) that guide business processes and stakeholder relations to sehingga dapat memastikan pencapaian tujuan Perusahaan berjalan efektif dan efisien. Kebijakan tata kelola yang telah dimiliki Perusahaan antara lain Pedoman Tata Kelola Perusahaan, *Board Manual*, Pedoman Etika Usaha dan Tata Perilaku, Pedoman Manajemen Risiko, Pedoman Pengendalian Intern, serta pedoman tata kelola lainnya.

ensure effective and efficient achievement of corporate objectives. These policies include the Corporate Governance Manual, Board Manual, Code of Business Ethics and Conduct, Risk Management Guidelines, Internal Control Guidelines, and other governance-related policies.

Struktur Organ Tata Kelola Perusahaan
Corporate Governance Structure



Sementara untuk organ pelaksanaan Program TJSL adalah sebagai berikut:

The organizational structure for the implementation of the TJSL Program is as follows:

Tujuan Program Tanggung Jawab Sosial dan Lingkungan

Objectives of the Social and Environmental Responsibility Program

Program TJSL yang dijalankan Perum Jasa Tirta II merupakan komitmen Perusahaan terhadap pembangunan yang berkelanjutan dengan memberi manfaat pada aspek ekonomi, sosial, dan lingkungan. Juga, penerapan hukum dan tata kelola dengan prinsip-prinsip yang lebih terintegrasi, terarah, terukur dampaknya, serta dapat dipertanggungjawabkan.

Perum Jasa Tirta II's Social and Environmental Responsibility (TJSL) Program reflects the Company's commitment to sustainable development by creating value across economic, social, and environmental aspects. The program also promotes compliance and good governance through a more integrated, focused, measurable, and accountable approach to implementation.

Pengembangan Kompetensi Keberlanjutan

Sustainability Competency Development

Melalui berbagai inisiatif yang dijalankan, Perum Jasa Tirta II memastikan bahwa pengembangan kompetensi terkait keberlanjutan menjadi bagian integral dari perjalanan Perusahaan. Baik dalam aspek K3, lingkungan, CSR, maupun keberlanjutan secara keseluruhan, PJT II terus mendorong karyawan dan Manajemen untuk memperdalam pengetahuan dan keterampilan dalam topik keberlanjutan. Upaya ini dilakukan melalui pelatihan, seminar, kursus, serta kegiatan berbagi pengetahuan secara berkala.

Through various initiatives, Perum Jasa Tirta II integrates sustainability competency development into its business operations and corporate culture. Covering occupational health and safety (OHS), environmental management, social responsibility, and broader sustainability aspects, the Company continuously encourages employees and Management to enhance their knowledge and capabilities in sustainability-related areas. These efforts are carried out through training programs, seminars, courses, Berikut beberapa program pengembangan kompetensi keberlanjutan yang dilaksanakan selama tahun 2025:

and regular knowledge-sharing activities to strengthen sustainability awareness and support the Company's long-term objectives.

The following are several sustainability competency development programs implemented throughout 2025:

No.	Nama Program
1.	Sertifikasi Ahli K3 Muda Lingkungan Kerja (Kemenaker) *Junior Occupational Health and Safety (OHS) Expert Certification in Work Environment (Ministry of Manpower)*
2.	Sertifikasi BNSP – Skema Pelaksanaan Program Pemberdayaan Masyarakat *BNSP Certification – Community Empowerment Program Implementation Scheme*
3.	Sertifikasi Ahli K3 Umum (Spesialis K3LH/Direktorat Operasi dan Pemeliharaan) *General Occupational Health and Safety (OHS) Expert Certification (OHS and Environmental Health & Safety Specialist/Operations and Maintenance Directorate)*
4.	Workshop Soul of CSR & CSV *Soul of CSR & CSV Workshop*
5.	Pelatihan Mastering GRC (*Governance*, Risk, and Compliance) & QMS (Quality Management System) *Strategies for Compliance and Business Excellence Mastering GRC (Governance, Risk, and Compliance) & QMS (Quality Management System): Strategies for Compliance and Business Excellence*
6.	Pelatihan Environmental Social & *Governance* (ESG) Reporting *Environmental, Social, and Governance (ESG) Reporting Training*
7.	Pelatihan GRC Series 2025: The Future of Corporate *Governance*: A Balance Between Power, Purpose, and Principles *GRC Series 2025: The Future of Corporate Governance – A Balance Between Power, Purpose, and Principles*
8.	Pelatihan Pengukuran Dampak Program CSR Menggunakan SROI (Social Return on Invesment) *CSR Program Impact Measurement Training Using Social Return on Investment (SROI)*
9.	Pelatihan Business Continuity Management Based on ISO 22301 *Business Continuity Management Training Based on ISO 22301*
10.	Seminar Internasional HUT IAI ke-68, Indonesian Accountant: Resilient, Sustainable and Future-Ready Beyond Numbers, Building the Golder Future *68th IAI Anniversary International Seminar: Indonesian Accountants – Resilient, Sustainable, and Future-Ready Beyond Numbers, Building the Golden Future*

Ikhtisar Kinerja dan Inisiatif Program Keberlanjutan

Overview of Sustainability Performance and Initiatives

Di tahun 2025, Perum Jasa Tirta II terus melanjutkan dan memperkuat berbagai inisiatif strategis sebagai bagian dari upaya Perusahaan dalam memenuhi komitmen keberlanjutan yang telah ditetapkan. Inisiatif-inisiatif tersebut mencakup berbagai aspek, mulai dari pengelolaan lingkungan, pemberdayaan sosial, hingga pengembangan kapasitas masyarakat.

In 2025, Perum Jasa Tirta II continued to strengthen and expand its strategic sustainability initiatives as part of the Company's commitment to sustainable development. These initiatives covered a broad range of areas, including environmental management, social empowerment, and community capacity building.

Pelaksanaan Program TJSL Perum Jasa Tirta II di tahun 2025 dilaksanakan secara terintegrasi dan berkelanjutan, dengan mengacu kepada Peraturan Menteri BUMN No. PER-1/MBU/03/2023. Program ini menjadi bagian strategis dalam mendukung pencapaian Tujuan Pembangunan Berkelanjutan (TPB/SDGs), serta memperkuat kontribusi Perusahaan terhadap aspek sosial, ekonomi, dan lingkungan di wilayah operasional.

Penyaluran dana TJSL secara besaran terdiri dari:

1. Program Pendanaan UMK (PUMK) sebesar Rp250.000.000,- atau 166,67% dari Rencana Kerja dan Anggaran (RKA); Program TJSL Non-PUMK sebesar Rp6.608.394.600 atau 87,82% dari RKA.
2. Program TJSL yang dijalankan Perusahaan, selain sebagai bentuk kepatuhan, juga telah menjadi instrumen strategis dalam menciptakan nilai bersama (*shared value*), serta mendukung keberlanjutan lingkungan dan kesejahteraan masyarakat secara berkelanjutan.

Implementasi Program Berbasis *Creating Shared Value* (CSV)

Pendekatan CSV menjadi focus utama pelaksanaan TJSL dengan menciptakan nilai bersama antara Perusahaan dan masyarakat. Implementasi CSV di tahun 2025 terdiri dari:

1. **Pengolahan Limbah Kotoran Hewan**
   - Program ini bertujuan mengurangi pencemaran Sungai Citarum dan Anak Sungai Citarum akibat pembuangan limbah ternak, dalam ini kotoran sapi.
   - Diperkirakan, sebanyak 36 ribu sapi kotorannya dibuang ke DAS Citarum.
   - Inisiatif yang dilakukan adalah melakukan pemberdayaan kepada masyarakat yang berada di DAS Citarum melalui program biogas, pembangunan rumah cacing, dan

In 2025, the Company's Social and Environmental Responsibility (TJSL) Program was implemented in an integrated and sustainable manner, in accordance with Ministry of SOEs Regulation No. PER-1/MBU/03/2023, Board of Directors Regulation of Perum Jasa Tirta II No. PRD-8/DIR/05/2023 concerning the Social and Environmental Responsibility Program Guidelines, and TJSL Standard Operating Procedure No. PROS-60/PRD-8/DKSMR/10/2025. The program served as a strategic instrument in supporting the achievement of the Sustainable Development Goals (SDGs) while strengthening the Company's contribution to social, economic, and environmental development across its operational areas.

The allocation of TJSL Program funds comprised:

1. *Micro and Small Enterprise (MSE) Funding Program (PUMK): IDR250 million, representing 166.67% of the approved Work Plan and Budget (RKA).; Non-PUMK TJSL Program: IDR6.61 billion, representing 87.82% of the approved Work Plan and Budget (RKA).*
2. *Beyond regulatory compliance, the Company's TJSL Program has become a strategic instrument for creating shared value while contributing to environmental sustainability and long-term community welfare.*

Creating Shared Value (CSV)-Based Program Implementation

The CSV approach serves as the primary focus of the Company's Social and Environmental Responsibility (TJSL) initiatives, creating shared value for both the Company and the communities it serves. The implementation of CSV programs in 2025 includes:

1. ***Livestock Waste Management***
   - *This program aims to reduce pollution in the Citarum River and its tributaries caused by livestock*

pelatihan mengolah limbah kotoran sapi menjadi gas sebagai energi alternatif untuk kompor dan listrik, pupuk cair, dan budidaya cacing.

- Pembuatan digester biogas sudah dimulai sejak tahun 2017 dan hingga tahun 2024 telah terbangun 182 digester biogas dan perbaikan 60 digester biogas.
- Pembuatan kendang cacing dimulai sejak tahun 2021 dan sampai dengan tahun 2024 telah terbangun 177 kandang cacing.
- Penyerapan dana untuk pengolahan limbah kotoran hewan ini di tahun 2025 mencapai Rp957.600.000 dengan rincian:
- Pembangunan dan perbaikan 8 digester biogas di Kecamatan Pangalengan, Kabupaten Bandung senilai Rp425.600.000 dan perbaikan 40 digester biogas di Kecematan Lembang, Kabupaten Bandung senilai Rp145.600.000.
- Pembuatan 72 kandang cacing di Kecamatan Pangalengan dan Kecamatan Lembang, Kabupaten Bandung senilai Rp432.000.000.
- Pelatihan tentang biogas dan budidaya cacing kepada 100 peternak sapi di Kecamatan Pangalengan, Kabupaten Bandung senilai Rp100.000.000

2. Penanaman Pohon

- Penanaman pohon merupakan bagian dari upaya konservasi sumber daya air, sehingga mencegah potensi sumber daya air menurun.
- Kegiatan penanaman pohon di wilayah kerja Perusahaan masuk kedalam Pilar Lingkungan TPB 6 – Air Bersih dan Sanitasi Layak, melalui perbaikan lahan kritis dan keanekaragaman hayati daratan.
- Di tahun 2025, Perusahaan menanam 7.145 pohon keras

waste disposal, particularly cattle manure.

- *It is estimated that waste generated by approximately 36,000 cattle is discharged into the Citarum Watershed (DAS Citarum).*
- *The initiative focuses on empowering communities within the Citarum Watershed through biogas development programs, the construction of worm farming facilities, and training programs on converting cattle manure into biogas as an alternative energy source for cooking and electricity generation, as well as producing liquid organic fertilizer and supporting vermiculture activities.*
- *The construction of biogas digesters commenced in 2017. By 2024, a total of 182 biogas digesters had been built, with an additional 60 digesters undergoing rehabilitation and improvement.*
- *The development of worm farming facilities began in 2021. As of 2024, a total of 177 worm houses had been established.*
- *In 2025, funding allocated for the livestock waste management program amounted to IDR957,600,000 detailed as follows:*
- *The construction and rehabilitation of eight biogas digesters in Pangalengan District, Bandung Regency, amounting to IDR425,600,000 and the rehabilitation of 40 biogas digesters in Lembang District, Bandung Regency, amounting to IDR145,600,000.*
- *The construction of 72 worm farming facilities in Pangalengan and Lembang Districts, Bandung Regency, amounting to IDR432,000,000.*
- *Training programs on biogas utilization and vermiculture practices for 100 cattle farmers*

dan buah dengan nilai serapan mencapai Rp309.050.000.

3. **Pengolahan Limbah Eceng Gondok**
   - Program ini dimaksudkan untuk mengoptimalkan pemanfaatan eceng gondok menjadi produk ekonomi seperti pupuk dan media lahan.
   - Limbah eceng gondok di area Waduk Jatiluhur memberikan dampak yang cukup serius, yaitu menurunkan kualitas air, mempercepat pendangkalan air, serta dapat mengganggu operasional bendungan.
   - Pemanfaatan limbah eceng gondok menjadi pupuk, kerajinan tangan, media tanam jamur dan melon melalui pemberdayaan masyarakat membantu Perusahaan dalam penanganan permasalahan yang ditimbulkan limbah eceng gondok dan dapat meningkatkan perekonomian masyarakat melalui penjualan hasil pengolahannya.
   - Pengolahan limbah eceng gondok sudah dimulai sejak tahun 2022, melalui kolaborasi Bersama 14 BUMN. Dimulai dengan pelatihan, pendampingan, dan pembuatan shelter untuk pengolahan limbah menjadi kerajinan tangan dan pupuk.
   - Bantuan yang diberikan berupa pembuatan kumbung media tanam jamur dari limbah eceng gondok di Desa Sukasari – Kecamatan Sukasari, Desa Galumpit – Kecamatan Tegalwaru, dan Desa Sukahaji – Kecamatan Ciasem Subang, dengan memberdayakan 4 (empat) kelompok masyarakat.
   - Realisasi penyaluran dana mencapai Rp279.890.000.

4. **Pengolahan Sampah**
   - Pemanfaatan sampah yang berasal dari rumah tangga dan yang

in Pangalengan District, Bandung Regency, amounting to IDR100,000,000.

2. ***Tree Planting***
   - *Tree planting forms part of the Company's efforts to conserve water resources and mitigate the risk of declining water availability.*
   - *Tree planting activities across the Company's operational areas support SDG 6 – Clean Water and Sanitation under the Environmental Pillar through the rehabilitation of degraded land and the enhancement of terrestrial biodiversity.*
   - *In 2025, the Company planted 7,145 timber and fruit-bearing trees, with total program expenditure amounting to IDR309,050,000.*

3. ***Water Hyacinth Waste Management***
   - *This program is designed to optimize the utilization of water hyacinth waste by converting it into value-added products, including organic fertilizer and growing media.*
   - *The proliferation of water hyacinth in the Jatiluhur Reservoir poses significant challenges, including deterioration of water quality, accelerated sedimentation, and potential disruption to dam operations.*
   - *Through community empowerment initiatives, water hyacinth waste is processed into organic fertilizer, handicrafts, mushroom cultivation media, and melon growing media. This initiative supports the Company's efforts to address environmental issues caused by water hyacinth while simultaneously enhancing community livelihoods through the commercialization of processed products.*
   - *The water hyacinth waste management program was*

berada di saluran dimaksudkan untuk membantu mengurangi pencemaran lingkungan, khususnya di sungai dan dapat meningkatkan perekonomian masyarakat.

- Kegiatan pengolahan sampah masuk dalam Pilar Lingkungan TPB 6 Air Bersih dan Sanitasi Layak TPB 12.
- Di tahun 2025, Perusahaan telah membuat pengolahan sampah yang ada di Desa Legonkulon, Kecamatan Legonkulon, Kabupaten Subang, dengan memberdayakan 1 (satu) kelompok masyarakat, yakni Kelompok Paguyuban Emak-Emang Rempong.
- Pengembangan sistem pengelolaan sampah berbasis masyarakat ini menyerap dana sebesar Rp134.500.000,-.

5. Program Burayat Ikan Air Tawar Non-KJA

- Program ini dimaksudkan untuk mendukung transisi ekonomi masyarakat yang terdampak penertiban Keramba Jaring Apung (KJA).
- Sejalan dengan Program Citarum Harum, yang berupaya mempercepat pelaksanaan dan keberlanjutan kebijakan pengendalian DAS Citarum melalui operasi pencegahan, penanggulangan pecemaran dan kerusakan.
- Penertiban KJA menjadi salah satu program prioritas Rencana Aksi Pengendalian Pencemaran dan Kerusakan DAS Citarum, yang diharapkan dapat meningkatkan kualitas air Waduk Jatiluhur.
- Program Burayak Konservasi Budidaya Ikan Air Tawar Non-KJA diharapkan dapat meningkatkan perekonomian masyarakat yang

initiated in 2022 through a collaborative effort involving 14 State-Owned Enterprises (SOEs). The program began with capacity-building activities, including training, mentoring, and the construction of processing shelters to facilitate the conversion of water hyacinth waste into handicrafts and organic fertilizer.

- *Assistance provided under the program included the development of mushroom cultivation houses utilizing water hyacinth-based growing media in Sukasari Village (Sukasari District), Galumpit Village (Tegalwaru District), and Sukahaji Village (Ciasem District), Subang Regency, involving and empowering four community groups.*
- *Total program funding realized amounted to IDR279,890,000.*

4. Waste Management

- *This program focuses on the utilization of household waste and waste collected from drainage channels to help reduce environmental pollution, particularly in rivers, while creating economic opportunities for local communities.*
- *The waste management initiative supports SDG 6 – Clean Water and Sanitation and SDG 12 – Responsible Consumption and Production under the Environmental Pillar.*
- *In 2025, the Company established a community-based waste management program in Legonkulon Village, Legonkulon District, Subang Regency, involving and empowering one community group, namely the Paguyuban Emak-Emak Rempong Community Group.*
- *The development of this community-based waste management system*

terdampak atas penertiban KJA di Waduk Jatiluhur.

- Program ini masuk dalam Pilar Lingkungan TPB 8 Pekerjaan Layak dan Pertumbuhan Ekonomi.
- Realisasi dana yang disalurkan sebesar Rp140.000.000, dengan memberdayakan 2 (dua) kelompok masyarakat di Desa Jatimekar dan Desa Cibinong, Kecamatan Jatiluhur, Kabupaten Purwakarta.

involved total funding of IDR 134,500,000.

5. *Non-Floating Net Cage Freshwater Fish Hatchery Program*

- *This program is intended to support the economic transition of communities affected by the regulation and reduction of Floating Net Cages (Keramba Jaring Apung or KJA).*
- *The initiative aligns with the Citarum Harum Program, which aims to accelerate the implementation and sustainability of watershed management policies through preventive measures and efforts to mitigate pollution and environmental degradation within the Citarum Watershed.*
- *The regulation of floating net cages constitutes one of the priority programs under the Citarum Watershed Pollution and Environmental Damage Control Action Plan, with the objective of improving water quality in the Jatiluhur Reservoir.*
- *The Non-Floating Net Cage Freshwater Fish Hatchery Program is expected to enhance the livelihoods and economic resilience of communities affected by the reduction of floating net cages in the Jatiluhur Reservoir.*
- *This program supports SDG 8 – Decent Work and Economic Growth under the Economic Pillar.*
- *Total funding disbursed under the program amounted to IDR 140,000,000, benefiting and empowering two community groups in Jatimekar Village and Cibinong Village, Jatiluhur District, Purwakarta Regency.*

Dokumentasi Program TJSL Tahun 2025

2025 Social and Environmental Responsibility Program Documentation

Penanaman Pohon
Planting Trees

Penanaman 1.145 Pohon dengan Melibatkan Seluruh Karyawan di Wilayah Kerja Perusahaan.
Planting of 1,145 Trees with the Participation of Employees Across the Company's Operational Areas.

Tebar Benih Ikan Jatiluhur Stock
Stocking Fish Fingerlings

Penebaran 20.500 Bibit Ikan Dalam Acara ITB Jatiluhur International Triathlon 2025.
Stocking of 20,500 Fish Fingerlings During the ITB Jatiluhur International Triathlon 2025

Pembangunan Biogas
Construction of Biogas Digesters

Santunan Anak Yatim
Financial Assistance for Orphans Residing

Santunan kepada 40 Anak Yatim di Sekitar Wilayah Kerja Perusahaan
Financial Assistance for 40 Orphans Residing in Communities Surrounding the Company's Operational Areas

Khitanan Massal
Mass Circumcision Program



Kegiatan khitanan massal kepada 40 anak di Kecamatan Jatiluhur Purwakarta
Mass Circumcision Program for 40 Children in Jatiluhur District, Purwakarta

Bantuan Hewan Qurban
Qurbani Animal



Bantuan Hewan Qurban Kepada DKM Masjid As-Salam Jatiluhur dan Stakeholder
Donation of Qurbani Animals to DKM Masjid As-Salam Jatiluhur and Stakeholders

Kegiatan Nikah Massal
Mass Wedding

Kegiatan Nikah Massal kepada 13 Calon Pengantin
Mass Wedding Program for 13 Couples

Program Beasiswa

Pemberian Bantuan Beasiswa kepada Atlet Berprestasi Cabang Olahraga Air.

Scholarship Program

Provision of Educational Scholarships for Outstanding Athletes in Water Sports Disciplines.

Program Konservasi

- Penanaman 5.000 Pohon di Situ Cimeuhmal, Desa Banjaran Wetan, Kecamatan Banjaran, Kab. Bandung
- Penanaman 1.145 Pohon dengan Melibatkan Seluruh Karyawan di Wilayah Kerja Perusahaan
- Pelepasan 100 Ekor Burung Endemik Dalam Rangka Peringatan Hari Kartini di Bendung Argoguruh, Desa Tegineneng, Kecamatan Tegineneng, Kabupaten Pesawaran Lampung
- Penebaran 40.000 Bibit Ikan di

Conservation Program

- *Planting of 5,000 Trees at Situ Cimeuhmal, Banjaran Wetan Village, Banjaran District, Bandung Regency*
- *Planting of 1,145 Trees with the Participation of Employees Across the Company's Operational Areas*
- *Release of 100 Endemic Birds in Commemoration of Kartini Day at Argoguruh Weir, Tegineneng Village, Tegineneng District, Pesawaran Regency, Lampung*
- *Stocking of 40,000 Fish Fingerlings at*

Bendung Argoguruh, Desa Tegineneng, Kecamatan Tegineneng, Kabupaten Pesawaran Lampung

- Penebaran 20.500 Bibit Ikan Dalam Acara ITB Jatiluhur International Triathlon 2025

Argoguruh Weir, Tegineneng Village, Tegineneng District, Pesawaran Regency, Lampung

- *Stocking of 20,500 Fish Fingerlings During the ITB Jatiluhur International Triathlon 2025*

Pengolahan Limbah Kotoran Hewan

Livestock Waste Management

Pelatihan Pengembangan dan Pemanfaatan Limbah Kotoran Hewan.

Training on the Development and Utilization of Livestock Waste.

Pembangunan Biogas

Livestock Waste Management

- Pembuatan Kandang Cacing
- Pengolahan Limbah Eceng GondokMenjadi Media Jamur
- Burayak Konservasi Budidaya Ikan Air Tawar Non-KJA (Kolam Bioflok)

- *Development of Worm Farming Facilities*
- *Utilization of Water Hyacinth Waste as Mushroom Growing Media*
- *Biofloc-Based Freshwater Fish Seed Cultivation Program*

Sanitasi

Sanitation Program

- Kolaborasi Bantuan Sarana Air Bersih di Desa Jatimekar, Kec. Jatiluhur Purwakarta Bersama Perum Perhutani
- Bantuan Sarana Air Bersih, Desa Salem, Kec. Pondok Salam
- Bantuan MCK Desa Sukasari, Kecamatan Sukasari
- Bantuan MCK Masjid An-Nur Desa Jatimekar, Kec. Jatiluhur

- *Provision of Clean Water Facilities in Jatimekar Village, Jatiluhur District, Purwakarta Regency, in Collaboration with Perum Perhutani*
- *Provision of Clean Water Facilities in Salem Village, Pondok Salam District*
- *Construction of Sanitation Facilities in Sukasari Village, Sukasari District*
- *Provision of Sanitation Facilities for An-Nur Mosque in Jatimekar Village, Jatiluhur District*

Bazar dan Pengembangan UMKM

- Bazar UMK Binaan Dalam Acara Safari Ramadhan Perum Jasa Tirta II Tahun 2025
- Bazar UMK Binaan Dalam Rangka Tirta Syukur Gath & Fest pada Puncak HUT PJT II ke-58
- Kolaborasi Pelatihan 20 UMK Binaan Penunjang Naik Kelas (Marketing Digital dan Pembuatan Laporan Keuangan) Bersama Rumah BUMN

Community Bazaar and MSME Development

- *Fostered MSME Bazaar Held as Part of Perum Jasa Tirta II's 2025 Ramadan Safari Program*
- *Fosered MSME Bazaar Organized During Tirta Syukur Gather & Fest in Celebration of PJT II's 58th Anniversary Peak Event*
- *Collaborative Capacity-Building Program for 20 Fostered MSMEs to Support Business Advancement (Digital Marketing and Financial Reporting) in Partnership with Rumah BUMN*

Kegiatan Mudik Gratis Tahun 2025

- Kegiatan Safari Ramadhan BUMN 2025
- Pemberian 1.500 Paket Sembako Kepada Masyarakat di Kecamatan Jatiluhur & Kecamatan Sukasari, Kabupaten Purwakarta

2025 Free Homecoming Program

- *2025 SOE (State-Owned Enterprise) Ramadan Safari Program*
- *Distribution of 1,500 Basic Necessities Packages to Communities in Jatiluhur and Sukasari Districts, Purwakarta Regency*

Bantuan Bencana Alam

- Santunan kepada 40 Anak Yatim di Sekitar Wilayah Kerja Perusahaan
- Pemberian Sembako Kepada Masyarakat Terdampak Banjir di Bekasi dan Purwakarta

Disaster Relief Assistance

- *Financial Assistance for 40 Orphans Residing in Communities Surrounding the Company's Operational Areas*
- *Distribution of Basic Necessities Packages to Communities Affected by Flooding in Bekasi and Purwakarta*

Khitanan Massal

- Kegiatan khitanan massal kepada 40 anak di Kecamatan Jatiluhur Purwakarta
- Kolaborasi Kegiatan khitanan massal kepada 35 anak di Kecamatan Jatiluhur Purwakarta Bersama Bank Mandiri

Mass Circumcision Program

- *Mass Circumcision Program for 40 Children in Jatiluhur District, Purwakarta*
- *Collaborative Mass Circumcision Program for 35 Children in Jatiluhur District, Purwakarta, in Partnership with Bank Mandiri*

Bantuan Hewan Qurban

- Bantuan Hewan Qurban DPN Kementerian BUMN Kepada Yayasan Naraya Jati Luhur Campaka Purwakarta dan Yayasan Bandung Trust Advisory Group Cibeunying Kidul Bandung
- Bantuan Hewan Qurban Kepada DKM Masjid As-Salam Jatiluhur dan Stakeholder

Qurbani Animal Donations

- *Donation of Qurbani Animals from the Ministry of SOEs' National Leadership Board (DPN) to Naraya Jati Luhur Foundation, Campaka, Purwakarta, and Bandung Trust Advisory Group Foundation, Cibeunying Kidul, Bandung*
- *Donation of Qurbani Animals to DKM Masjid As-Salam Jatiluhur and Stakeholders*

Kegiatan Pasar Murah

- Pasar Murah 500 Paket Sembako di Kec. Karawang Barat, Kab. Karawang
- Pasar Murah 500 Paket Sembako di Bendung Argoguruh Lampung
- Pasar Murah 500 Paket Sembako di Kantor Unit Wilayah VI Serang
- Pasar Murah 500 Paket Sembako di Kantor Unit Wilayah V Cirebon

Subsidized Market Program

- *Subsidized Market Program Providing 500 Basic Necessities Packages in West Karawang District, Karawang Regency*
- *Subsidized Market Program Providing 500 Basic Necessities Packages at Argoguruh Weir, Lampung*
- *Subsidized Market Program Providing 500 Basic Necessities Packages at Regional Unit VI Office, Serang*
- *Subsidized Market Program Providing 500 Basic Necessities Packages at Regional Unit V Office, Cirebon*

Kegiatan Nikah Massal

Kegiatan Nikah Massal kepada 13 Calon Pengantin

Mass Wedding Program

Mass Wedding Program for 13 Couples

Bantuan Sarana Pendidikan

- Bantuan Sarana Pendidikan SPS PAUD Nur El Fattah Cakung, Jakarta Timur
- Bantuan Sarana Pendidikan RA Al-Alifiyah Cakung, Jakarta Timur
- Bantuan Sarana Ibadah Pondok Pesantren Al-Hikmah Muncanggung
- Bantuan Sarana Pendidikan kepada KB Al Faidjin, Garut
- Bantuan Prasarana Pendidikan Nurul Ummah, Desa Cibuntu, Kecamatan Ciampea, Kab. Bogor
- Bantuan Masjid Al Hikmah, Tegal Munjul, Purwakarta

Educational Facilities Assistance

- *Educational Facilities Assistance for SPS PAUD Nur El Fattah, Cakung, East Jakarta*
- *Eucational Facilities Assistance for RA Al-Alifiyah, Cakung, East Jakarta*
- *Religious Facilities Assistance for Al-Hikmah Islamic Boarding School, Muncanggung*
- *Educational Facilities Assistance for KB Al Faidjin, Garut*
- *Educational Infrastructure Assistance for Nurul Ummah Educational Institution, Cibuntu Village, Ciampea District, Bogor Regency*
- *Religious Facilities Assistance for Al Hikmah Mosque, Tegal Munjul, Purwakarta*

Implementasi Program Prioritas TJSL
Implementation of Priority Social and Environmental Responsibility (TJSL) Programs

Program TJSL yang dijalankan Perum Jasa Tirta juga difokuskan pada 3 (tiga) sektor prioritas utama, yakni:

Perum Jasa Tirta II's Social and Environmental Responsibility (TJSL) programs are also focused on three key priority sectors, namely:

1. Bidang Pendidikan

- Tujuan 4 Pendidikan Berkualitas adalah menjamin kualitas pendidikan yang inklusif dan merata serta meningkatkan kesempatan belajar sepanjang hayat untuk semua.

1. Education Sector

- *Sustainable Development Goal (SDG) 4 – Quality Education aims to ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.*

Bantuan yang diberikan berupa:

The assistance provided includes:

No.	Program Prioritas *Key Program*	Lokasi *Location*
1.	**Beasiswa untuk atlet olahraga berprestasi** ***Scholarships for Outstanding Student Athletes***	Kecamatan Jatiluhur, Kabupaten Purwakarta
2.	**Bantuan Sarana dan Prasarana Pendidikan:** ***Educational Facilities and Infrastructure Assistance:***	
	Sarana Pendidikan SPS PAUD Nur El Fattah *Educational Facilities Support for SPS PAUD Nur El Fattah*	Kelurahan Cakung Timur, Kecamatan Cakung, Jakarta Timur
	Sarana Pendidikan Musholla Al-Inaaroh *Educational Facilities Support for Musholla Al-Inaaroh*	Kelurahan Pangkalanjati Baru, Kecamatan Cinere, Kota Depok
	Sarana Pendidikan RA Al-Alifiyah *Educational Facilities Support for RA Al-Alifiyah*	Kelurahan Penggilingan, Kecamatan Cakung, Jakarta Timur
	Sarana Pendidikan Yayasan Raudhatunnisa Generasi Cerdas Indonesia *Educational Facilities Support for Yayasan Raudhatunnisa Generasi Cerdas Indonesia*	Kelurahan Pangkalanjati, Kecamatan Cinere, Kota Depok
	Rehabilitasi Gedung Pesantren Al-Firdaus Pasirparigi *Renovation of Pesantren Al-Firdaus Pasirparigi Building*	Desa Cirawak, Kecamatan Jatiwaras, Kabupaten Tasikmalaya
	Program Sosialisasi Konservasi di Lingkungan Sekolah *Conservation Awareness Program in School Environments*	Kampung Sukacai, Padarincang, Serang
	Perbaikan Tanggul Penahan Tanah dan Lapangan Upacara di UPTD SDN 1 Kutamanah Kecamatan Sukasari, Kabupaten Purwakarta *Improvement of the Retaining Wall Embankment and Ceremony Ground at UPTD SDN 1 Kutamanah, Sukasari District, Purwakarta Regency*	Desa Kutamanah, Kecamatan Sukasari, Kabupaten Purwakarta
	Bantuan Al-Quran *Distribution of Al-Quran*	Kabupaten Purwakarta dan Bandung
	Anak Cerdas Perum Jasa Tirta II Mengenal Bendungan, Profesi dan Budaya Dalam Rangka Hari Anak Nasional ke-41 *Perum Jasa Tirta II Smart Children Program: Introducing Dams, Professions, and Cultural Heritage in Commemoration of the 41st National Children's Day*	Kecamatan Jatiluhur, Kabupaten Purwakarta
	Prasarana Pendidikan KB Al Faizin, memenuhi Program DPN Kementerian BUMN *Educational Infrastructure Support for KB Al Faizin in Alignment with the Ministry of SOEs' National Priority Program*	Desa Putrajawa, Kecamatan Selaawi, Kabupaten Garut

No.	Program Prioritas *Key Program*	Lokasi *Location*
	Prasarana Pendidikan Yayasan Daarut Taufiq Solihin *Educational Infrastructure Support for Yayasan Daarut Taufiq Solihin*	Desa Selaawi, Kecamatan Selaawi, Kabupaten Garut
	Sarana Pendidikan – Pembangunan Sarana MCK di PAUD Al-Kahfi *Educational Facilities Support – Construction of Sanitation Facilities (MCK) at PAUD Al-Kahfi*	Desa Selaawi, Kecamatan Selaawi, Kabupaten Garut
	Prasarana Pendidikan – Pembangunan Sarana MCK di MA Nurul Ummah *Educational Infrastructure Support – Construction of Sanitation Facilities at MA Nurul Ummah*	Desa Dukuh, Kecamatan Cinungbulang, Kabupaten Bogor
3.	**Sertifikasi Guru: Program Pengembangan Media Belajar Animaker** ***Teacher Certification Program: Animaker-Based Learning Media Development***	Kecamatan Jatiluhur, Kabupaten Purwakarta

- Program TJSL bidang pendidikan di tahun 2025 menyerap dana sebesar Rp920.537.600.

2. Bidang Lingkungan

- Tujuan 6 Air Bersih dan Sanitasi Layak: menjamin ketersediaan serta pengelolaan air bersih dan sanitasi yang berkelanjutan untuk semua.
- Tujuan 12 Konsumsi dan Produksi yang Bertanggung Jawab: menjamin pola produksi dan konsumsi yang berkelanjutan.
- Tujuan 15 Ekosistem Daratan: melindungi, merestorasi dan meningkatkan pemanfaatan berkelanjutan ekosistem daratan, mengelola hutan secara Lestari, menghentikan penggunaan, memulihkan degradasi lahan, serta menghentikan kehilangan keanekaragaman hayati.

Bantuan program berupa:

- *Throughout 2025, the Company allocated IDR920,537,600 to implement its Social and Environmental Responsibility (TJSL) programs in the education sector.*

2. Environmental Sector

- *SDG 6 – Clean Water and Sanitation: Ensuring the availability and sustainable management of clean water and sanitation for all.*
- *SDG 12 – Responsible Consumption and Production: Ensuring sustainable consumption and production patterns.*
- *SDG 15 – Life on Land: Protecting, restoring, and promoting the sustainable use of terrestrial ecosystems, sustainably managing forests, combating land degradation, restoring degraded land, and halting biodiversity loss.*

Program assistance was provided through the following initiatives:

No.	Program Prioritas *Key Program*	Lokasi *Location*
1.	**Konservasi:** ***Conservation***	
	Penanaman Pohon *Tree Planting Program*	Desa Cikedung, Kecamatan Mencak, Kabupaten Serang Banten
	Kegiatan Petani Peduli Sungai dan Air *River and Water Stewardship Program for Farmers*	Desa Citasuk, Kecamatan Padarincang, Kabupaten Serang
	Konservasi di lahan kritis melalui penanaman pohon keras dan buah *Rehabilitation of critical land through the planting of timber and fruit trees*	Kabupaten Purwakarta, Bekasi, Karawang, Subang, Lamung, Banten, dan Cirebon

No.	Program Prioritas *Key Program*	Lokasi *Location*
	Konservasi lahan kritis (perlindungan tangkapan air) di wilayah Situ Cimeuhmal *Critical land conservation (water catchment protection) in the Situ Cimeuhmal Area*	Desa Banjaran Wetan, Kecamatan Banjaran, Kabupaten Bandung
	Penebaran benih ikan di Bendung Argoguruh bersamaan Pasar Rakyat *Fish fingerling restocking at Argoguruh Weir in Conjunction with the Community Market Event*	Rulunghelok, Kecamatan Natar, Kabupaten Lampung Selatan, Lampung
	Penebaran benih ikan di Waduk Kuningan dalam acara Triathlon ITB *Fish fingerling restocking at Kuningan Reservoir during the ITB Triathlon Event*	Kabupaten Purwakarta
	Pelepasan unggas di acara Kartinian Lampung *Bird release program during the Kartini Day celebration in Lampung*	Kantor Seksi Wilayah VI Lampung
	Program Burayak Konservasi Budidaya Ikan Air Tawar Non-KJA *Freshwater Aquaculture Conservation Program for non-floating net cage fish farming*	Desa Cibinong, Kecamatan Jatiluhur, Kabupaten Purwakarta
	Kegiatan Sosialisasi Pengolahan Sampah untuk Anak Disabilitas di acara Hari Disabilitas Nasional 2025 *Waste Management Awareness Program for children with disabilities during the 2025 National Disability Day celebration*	Pangalengan, Kabupaten Bandung
	Sosialisasi Konservasi di Lingkungan Sekolah *Conservation awareness program in school environments*	Kecamatan Ciomas, Kabupaten Serang Banten
2.	**Sanitasi:** ***Sanitation***	
	Sarana air bersih *Clean water supply facilities*	Desa Sukasari, Kecamatan Sukasari, Kabupaten Purwakarta
	Sarana air bersih *Clean water supply facilities*	Desa Galumpit, Kecamatan Tegalwaru, Kabupaten Purwakarta
	Sarana air bersih *Clean water supply facilities*	Desa Salem, Kecamatan Pondoksalam, Kabupaten Purwakarta
	Sarana air bersih *Clean water supply facilities*	Desa Salammulya, Kecematan Pondoksalam, Kabupaten Purwakarta
	Pembuatan septic tank komunal *Construction of a communal septic tank*	Desa Ciririp, Kecamatan Sukasari, Kabupaten Purwakarta
	Sarana air bersih *Clean water supply facilities*	Desa Ciririp, Kecamatan Sukasari, Kabupaten Purwakarta
	Sarana air bersih, berkolaborasi dengan Perum Perhutani *Clean water supply facilities in collaboration with Perum Perhutani*	Desa Jatimekar, Kecamatan Jatiluhur, Kabupaten Purwakarta
	Sarana air bersih *Clean water supply facilities*	Kampung Babakan Sukasari, Desa Pinggir Sari, Kecamatan Arjasari, Kabupaten Bandung
	Sarana air bersih *Clean water supply facilities*	Kampung Genggreng, Kecamatan Pondoksalam, Kabupaten Purwakarta
	Sarana air bersih *Clean water supply facilities*	Kampung Cisarua, Desa Kutamanah, Kecamatan Sukasari, Kabupaten Purwakarta
	Sarana air bersih *Clean water supply facilities*	Kampung Kiarabandung, Desa Kutamanah, Kecamatan Sukasari, Kabupaten Purwakarta
	Sarana MCK di MI Nahdatul Athfal *Sanitation facilities at MI Nahdatul Athfal*	Desa Ciririp, Kecamatan Sukasari, Kabupaten Purwakarta

	Sarana MCK di Majelis Taklim Al-Hidayah Cikahuripan *Sanitation facilities at Majelis Taklim Al-Hidayah Cikahuripan*	Desa Kertamanah, Kecamatan Sukasari, Kabupaten Purwakarta
	Sarana MCK di Majelis Taklim Pelita Iman *Sanitation facilities at Majelis Taklim Pelita Iman*	Desa Jatiluhur, Kecamatan Jatiluhur, Kabupaten Purwakarta
	Rehabilitasi dan penambahan prasarana Majelis Taklim Misbahul Qur'an (sarana MCK) *Rehabilitation and expansion of facilities at Majelis Taklim Misbahul Qur'an (sanitation facilities)*	Kampung Lemahneundeut, Desa Sukagalih, Kecamatan Megamendung, Kabupaten Bogor
	Sarana MCK di Masjid An-Nur *Sanitation facilities at An-Nur Mosque*	Desa Jatimekar, Kecamatan Jatiluhur, Kabupaten Purwakarta
	Sarana MCK *Sanitation facilities*	Kampung Depok, Desa Sukasari, Kecamatan Sukasari, Kabupaten Purwakarta
	Sarana MCK *Sanitation facilities*	Desa Galumpit, Kecamatan Tegalwaru, Kabupaten Purwakarta
	Sarana dan prasarana kandang sapi Kelompok Tani Mulus Rahayu *Livestock facilities and infrastructure for the Mulus Rahayu Farmers Group*	
	Penunjang kegiatan Komunitas Peduli Sungai Peduli Lingkungan Kita (KPS-Pelita), yaitu bersih-bersih sampah dan pengolahan sampah di Pinggiran Sungai *Support for Community Activities of the River and Environmental Care Community (KPS-Pelita), Including Riverbank Clean-Up and Waste Management Initiatives*	Kecamatan Ciomas, Kabupaten Serang Banten
	Roda sampah *Waste collection cart assistance*	Sukarata Bawah, Kelurahan Cipaisan, Kecamatan Purwakarta, Kabupaten Purwakarta
	Pengolahan sampah Yayasan Ki Jaga Kali *Waste management program for Yayasan Ki Jaga Kali*	Kabupaten Bekasi
3.	**Pengolahan Limbah dan Sampah Terintegrasi Pengolahan Limbah Kotoran Hewan** ***Integrated Waste and Animal Waste Management Program***	
	Pembuatan digester biogas *Construction of biogas digesters*	Desa Sukamanah, Kecamatan Pangalengan, Kabupaten Bandung
	Perbaikan digester biogas *Rehabilitation of biogas digesters*	Desa Cibodas, Kecamatan Lembang, Kabupaten Bandung Barat
	Pembuatan kendang cacing *Construction of vermiculture facilities*	Desa Margamekar, Kecamatan Pangalengan, Kabupaten Bandung
	Pelatihan pengolahan kotoran hewan *Training on animal waste processing*	Kecematan Pangalengan, Kabupaten Bandung
	Pengolahan limbah eceng gondok *Water hyacinth waste processing program*	Desa Sukahaji, Kecamatan Ciasem, Kabupaten Subang; Desa Galumpit, Kecamatan Tegalwaru, Kabupaten Purwakarta
	Pengolahan sampah *Waste management program*	Desa Batujaya, Kecamatan Batujaya, Kabupaten Karawang; Desa Jatimekar, Kecamatan Jatiluhur, Kabupaten Purwakarta

- Program TJSL bidang lingkungan menyerap dana sebesar Rp2.747.404.500.

3. Pengembangan UMK

- Difokuskan kepada peningkatan kapasitas dan daya saing UMK Binaan.
- Tujuan 8 Pekerjaan Layak dan Pertumbuhan Ekonomi: meningkatkan pertumbuhan ekonomi yang inklusif dan berkelanjutan, kesempatan kerja

- *In 2025, the Company allocated IDR 2,747,404,500 to its environmental TJSL programs.*

3. Micro, Small and Medium Enterprise Development

- *Focused on enhancing the capacity and competitiveness of assisted Micro, Small and Medium Enterprises (MSMEs).*
- *SDG 8 – Decent Work and Economic*

yang produktif dan menyeluruh, serta pekerjaan yang layak untuk semua.

Bantuan dalam bentuk:

Growth: Promoting inclusive and sustainable economic growth, productive employment opportunities, and decent work for all.

Assistance provided in the form of:

No.	Program Prioritas *Key Program*	Lokasi *Location*
1.	**Pelatihan, Pameran dan Promosi Produk UMK** ***Training, Exhibitions and Product Promotion for Assisted Micro, Small and Medium Enterprises***	
	Kegiatan KIM Cerdas Tarumajaya dalam Kompetisi Komunitas Informasi Masyarakat *Participation of KIM Cerdas Tarumajaya in the Community Information Group Competition*	Desa Tarumajaya, Kecamatan Kertasari, Kabupaten Bandung
	Pembinaan UMK Binaan dalam kegiatan bazar di acara ITB Jatiluhur Triathlon 2025 *Mentoring and facilitation for assisted MSMEs through bazaar activities at the ITB Jatiluhur Triathlon 2025*	Kabupaten Purwakarta
	Pembinaan UMK Binaan dalam kegiatan bazar di Event Jatiluhur Jungle Rush *Mentoring and facilitation for assisted MSMEs through bazaar activities at the Jatiluhur Jungle Rush Event*	Kabupaten Purwakarta
	Pelatihan UMK Binaan Penunjang Naik Kelas (marketing digital dan pembuatan laporan keuangan) *Capacity-building training for assisted MSMEs to support business upgrading, covering digital marketing and financial reporting*	Kabupaten Purwakarta
	Bazar UMK Binaan dalam acara Pembukaan Harbak PJT II Tahun 2025 *Assisted MSME bazaar during the opening ceremony of PJT II's National Occupational Safety and Health Month (Harbak) 2025*	Kabupaten Purwakarta
	Bazar UMK Binaan dalam acara Puncak HUT PJT II *Assisted MSME bazaar during the peak celebration of PJT II's Anniversary*	Kabupaten Purwakarta
	Bazar UMK Binaan dalam acara Safari Ramadhan Perum Jasa Tirta II Tahun 2025 *Assisted MSME bazaar during the Perum Jasa Tirta II Ramadan Safari 2025*	Kabupaten Purwakarta
	Pembinaan UMK Binaan dalam kegiatan UMKM Award *Mentoring and development support for assisted MSMEs through participation in the MSME Award program*	Kabupaten Purwakarta
2.	**Bantuan Peralatan Penunjang Produktivitas UMK:** ***Productivity Enhancement Equipment Assistance for MSMEs***	
	Peralatan penunjang produksi (mesin roasting kopi) *Production support equipment assistance (coffee roasting machine)*	Desa Banjaran, Kecamatan Banjaran, Kabupaten Bandung
	Peralatan penunjang produksi mesin es Kristal *Production support equipment assistance (crystal ice machine)*	Kampung Lebaksari, Kelurahan Lebakjaya, Kecamatan Karangpawitan, Kabupaten Garut
	Pengembangan UMK (bantuan peralatan penunjang produksi) *MSME development program (production support equipment assistance)*	Desa Tarumajaya, Kecamatan Kertasari, Kabupaten Bandung
3.	**Bantuan Izin/Sertifikasi** ***Licensing and Certification Assistance***	

- Realisasi program ini di tahun 2025 menyerap dana sebesar Rp353.175.000.

- *The implementation of this program in 2025 absorbed funds amounting to IDR 353,175,000.*

Implementasi Penguatan Tata Kelola dan Dampak Program

Strengthening Governance and Program Impact Implementation

Demi meningkatkan efektivitas pelaksanaan Program TJSL, Perum Jasa Tirta II melakukan penguatan tata kelola dan pengukuran dampak melalui beberapa inisiatif sebagai berikut:

1. **Pengukuran Dampak (SROI)**

- Pengukuran *Social Return on Investment* (SROI) menunjukkan seluruh program utama memiliki nilai >1, yang berarti memberikan dampak sosial yang positif.
- Nilai SROI pengolahan limbah kotoran hewan mencapai 2,65.
- Pengolahan limbah eceng gondok mencapai 2,17.
- Budidaya ikan Non-KJA mencapai 2,38.

2. **Penguatan Tata Kelola**

- Dilakukan melalui: penetapan SOP TJSL terbaru, No. PROS-60/PRD-8/DKSMR/10/2025 dan peningkatan kompetensi SDM melalui sertifikasi dan pelatihan *sustainability*.
- Pemanfaatan Teknologi Informasi
- Seluruh pelaporan Program TJSL telah dilakukan melalui sistem informasi TJSL Kementerian BUMN secara tepat waktu.

3. **Peningkatan Kolaborasi**

- Dilakukan kolaborasi dengan berbagai pihak, diantaranya:
- Program pendidikan Bersama Putera Sampoerna Foundation.
- Penyediaan sarana air bersih Bersama Perum Perhutani.
- Pengembangan UMK bersama Rumah BUMN.

4. ***Employee Engagement***

Berbagai Program TJSL yang dijalankan Perusahaan melibatkan partisipasi aktif karyawan, termasuk penanaman pohon yang melibatkan lebih dari 1,000 peserta.

To enhance the effectiveness of its Social and Environmental Responsibility (TJSL) Program, Perum Jasa Tirta II strengthened governance practices and impact measurement through several initiatives as follows:

1. ***Impact Measurement (SROI)***

- *The Social Return on Investment (SROI) assessment demonstrated that all key programs achieved a value of more than 1, indicating positive social impacts generated for beneficiaries and surrounding communities.*
- *The animal waste management program recorded an SROI value of 2.65.*
- *The water hyacinth waste processing program achieved an SROI value of 2.17.*
- *The non-floating net cage (Non-KJA) aquaculture program generated an SROI value of 2.38.*

2. ***Governance Strengthening***

Governance enhancement initiatives were carried out through the issuance of the latest TJSL Standard Operating Procedure (SOP), No. PROS-60/PRD-8/DKSMR/10/2025, as well as efforts to improve employee competencies through sustainability-related training and certification programs.

3. ***Utilization of Information Technology***

All TJSL Program reporting activities were submitted in a timely manner through the TJSL Information System managed by the Ministry of State-Owned Enterprises.

4. ***Enhanced Collaboration***

The Company actively involved employees in the implementation of various TJSL Programs, including tree-planting activities that engaged more than 1,000 participants.

Penghargaan dan Apresiasi

Awards and Recognition

Atas berbagai inisiatif Program TJSL, Perum Jasa Tirta II memperoleh beberapa penghargaan di tahun 2025 sebagai berikut:

In recognition of the various initiatives implemented through its TJSL Program, Perum Jasa Tirta II received several awards in 2025, including:

"*The Most Committed* BUMN Pembina UMKM" dalam ajang UMKM BUMN Award 2025 untuk 3 UMKM Binaan PJT II: (i) Koperasi Tirta Jaya Mandiri, memperoleh Gold Winner UMKM Farming 2025; (ii) PT Karawang Nusantara Jaya, memperoleh *Gold Winner Food and Beverage* 2025; dan (iii) *Sapoci Coffee*, memperoleh Gold *Winner Food and Beverage* 2025.

"The Most Committed SOE in MSME Development" at the UMKM BUMN Award 2025, recognizing three of the Company's fostered MSMEs: (i) Koperasi Tirta Jaya Mandiri, which received the Gold Winner – UMKM Farming 2025 award; (ii) PT Karawang Nusantara Jaya, which received the Gold Winner – Food and Beverage 2025 award; and (iii) Sapoci Coffee, which received the Gold Winner – Food and Beverage 2025 award.

2. “*ICCS Summit* 2025” *Sustainability Category*: Juara 3 *Community Involvement* & *Development* (CID) Lingkungan.

2. ICCS Summit 2025 – Sustainability Category, where the Company was awarded Third Place in Community Involvement and Development (CID) – Environmental Program.

	Catatan/ *Notes*	2025 Rp	2024 Rp	
ASET				***ASSETS***
Aset Lancar				***Current Assets***
Kas dan Setara Kas	5, 39	741,197,834,760	666,718,532,967	*Cash and Cash Equivalents*
Piutang Usaha	6, 39			*Accounts Receivable*
Pihak Berelasi		13,347,633,807	17,587,967,062	*Related Parties*
Pihak Ketiga		27,532,859,657	20,650,750,857	*Third Parties*
Piutang Retensi	7	3,008,690,063	2,611,297,706	*Retention Receivables*
Pendapatan yang Masih Akan Diterima	8, 39			*Accrued Revenue*
Pihak Berelasi		98,301,406,456	91,623,386,881	*Related Parties*
Pihak Ketiga		120,147,228,633	94,279,958,877	*Third Parties*
Tagihan Bruto dari Pemberi Kerja	9, 39			*Gross Amount Due from Customers*
Pihak Berelasi		--	8,213,484,491	*Related Parties*
Pihak Ketiga		1,672,285,400	1,606,344,169	*Third Parties*
Aset Keuangan Lancar Lainnya	10	2,780,001,093	994,524,137	*Other Current Financial Assets*
Persediaan	11	1,540,122,981	1,827,319,053	*Inventories*
Pembayaran di Muka	12a	7,694,258,108	7,075,491,335	*Prepayments*
Pajak Dibayar di Muka - Bagian Lancar	30a	6,570,481,857	2,362,296,663	*Prepaid Taxes - Current Portion*
Total Aset Lancar		**1,023,792,802,815**	**915,551,354,198**	***Total Current Assets***
Aset Tidak Lancar				***Non-Current Assets***
Investasi pada Entitas Asosiasi	13	--	--	*Investments in Associates*
Investasi Jangka Panjang Lainnya	14	1,000,000,000	--	*Other Long-Term Investment*
Aset Keuangan Tidak Lancar Lainnya		67,275,000	67,275,000	*Other Non-Current Financial Assets*
Pembayaran di Muka	12b	4,352,274,908	9,677,978,112	*Prepayments*
Aset Tetap	15	1,099,565,579,463	1,028,578,148,789	*Fixed Assets*
Aset Takberwujud	16	4,824,180,353	5,841,486,200	*Intangible Assets*
Aset Hak-Guna	17	19,126,713,480	27,428,097,733	*Right-of-Use Assets*
Setara Kas yang Dibatasi Penggunaanya	18	6,392,921,714	23,326,547,047	*Restricted Cash Equivalents*
Pajak Dibayar di Muka	30a	21,878,705,950	32,669,354,494	*Prepaid Taxes*
Aset Pajak Tangguhan	30d	76,159,430,561	70,360,515,404	*Deferred Tax Assets*
Aset Tidak Lancar Lainnya	19	44,701,889,956	33,624,673,690	*Other Non-Current Assets*
Total Aset Tidak Lancar		**1,278,068,971,385**	**1,231,574,076,469**	***Total Non-Current Asset***
TOTAL ASET		**2,301,861,774,200**	**2,147,125,430,667**	***TOTAL ASSETS***

LAPORAN POSISI KEUANGAN KONSOLIDASIAN / *CONSOLIDATED STATEMENTS OF FINANCIAL POSITION*

Per 31 Desember 2025 dan 2024 / *As of December 31, 2025 and 2024*

(Disajikan dalam Rupiah Penuh, Kecuali Dinyatakan Lain) *(Expressed in Full of Rupiah, Unless Otherwise Stated)*

	Catatan/ *Notes*	2025 Rp	2024 Rp	
LIABILITAS				***LIABILITIES***
Liabilitas Jangka Pendek				***Current Liabilities***
Utang Usaha	20, 39			*Accounts Payable*
Pihak Berelasi		13,302,885,287	585,124,582	*Related Parties*
Pihak Ketiga		8,687,642,489	15,422,025,278	*Third Parties*
Utang Retensi	21	1,462,626,506	1,634,736,064	*Retention Payables*
Utang Bank	22	3,800,000,000	7,800,999,984	*Bank Loans*
Beban Akrual	23	98,773,361,974	89,133,850,187	*Accrued Expenses*
Uang Muka Penjualan	24	133,130,907	133,130,907	*Sales Advances*
Utang Pajak	30b	51,797,856,821	34,208,606,535	*Taxes Payable*
Liabilitas Jangka Pendek Lainnya	26	39,017,620,662	112,760,374,194	*Other Short-Term Liabilities*
Liabilitas Jangka Panjang - Bagian Lancar:				*Long-Term Liabilities - Current Portion:*
Pendapatan Diterima di Muka	25	49,777,734,060	26,535,109,275	*Deferred Revenue*
Liabilitas Sewa	27	6,726,490,469	7,151,686,835	*Lease Liabilities*
Liabilitas Keuangan Lainnya	29	4,400,000,000	4,400,000,000	*Other Financial Liabilities*
Liabilitas Imbalan Kerja	28	13,294,274,834	10,984,519,668	*Employee Benefits Liabilities*
Total Liabilitas Jangka Pendek		**291,173,624,009**	**310,750,163,509**	***Total Current Liabilities***
Liabilitas Jangka Panjang				***Non-Current Liabilities***
Liabilitas Jangka Panjang - Setelah Dikurangi Bagian Lancar:				*Long-Term Liabilities - Less Current Portion:*
Pendapatan Diterima di Muka	25	9,016,283,955	6,490,097,199	*Deferred Revenue*
Liabilitas Sewa	27	14,267,814,482	21,434,150,854	*Lease Liabilities*
Liabilitas Keuangan Lainnya	29	7,877,169,652	8,630,129,200	*Other Financial Liabilities*
Liabilitas Imbalan Kerja	28	118,485,566,721	111,684,209,460	*Employee Benefits Liabilities*
Total Liabilitas Jangka Panjang		**149,646,834,810**	**148,238,586,713**	***Total Non-Current Liabilities***
TOTAL LIABILITAS		**440,820,458,819**	**458,988,750,222**	***TOTAL LIABILITIES***
EKUITAS				***EQUITY***
Modal Pemerintah	31	164,547,635,935	164,547,635,935	*Government Capital*
Cadangan Umum		13,943,023,591	13,943,023,591	*General Reserve*
Cadangan Bertujuan		1,027,001,112,300	1,027,001,112,300	*Appropriated Reserve*
Penghasilan Komprehensif Lain		(210,726,315,760)	(209,561,598,763)	*Other Comprehensive Income*
Komponen Ekuitas Lainnya		193,963,239	193,963,239	*Other Equity Component*
Saldo Laba		859,145,189,581	685,210,965,252	*Retained Earnings*
Total Ekuitas yang Dapat Diatribusikan:				***Total Equity Attributable to:***
Pemilik Entitas Induk		1,854,104,608,886	1,681,335,101,554	*The Owners of Parent Entity*
Kepentingan Nonpengendali	32	6,936,706,495	6,801,578,891	*Non-Controlling Interest*
Total Ekuitas		**1,861,041,315,381**	**1,688,136,680,445**	***Total Equity***
TOTAL LIABILITAS DAN EKUITAS		**2,301,861,774,200**	**2,147,125,430,667**	***TOTAL LIABILITIES AND EQUITY***

PERUSAHAAN UMUM JASA TIRTA II
DAN ENTITAS ANAK
LAPORAN LABA RUGI DAN PENGHASILAN KOMPREHENSIF LAIN KONSOLIDASIAN
Untuk Tahun-tahun yang Berakhir pada Tanggal 31 Desember 2025 dan 2024
(Disajikan dalam Rupiah Penuh, Kecuali Dinyatakan Lain)

PERUSAHAAN UMUM JASA TIRTA II
AND SUBSIDIARY
CONSOLIDATED STATEMENTS OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME
For the Years Ended December 31, 2025 and 2024
(Expressed in Full of Rupiah, Unless Otherwise Stated)

	Catatan/ *Notes*	2025 Rp	2024 Rp	
PENDAPATAN USAHA				***OPERATING REVENUES***
Pendapatan Sumber Daya Air	33	1,023,644,882,098	979,247,336,669	*Water Resources Revenue*
Pendapatan Non Sumber Daya Air	33	105,140,673,704	88,240,435,930	*Non Water Resources Revenue*
TOTAL PENDAPATAN		**1,128,785,555,802**	**1,067,487,772,599**	***TOTAL REVENUES***
BEBAN POKOK PENDAPATAN				***COST OF REVENUES***
Beban Sumber Daya Air	34	(679,866,334,233)	(651,746,722,602)	*Water Resources Expenses*
Beban Non Sumber Daya Air	34	(53,104,005,634)	(58,375,643,346)	*Non Water Resources Expenses*
TOTAL BEBAN POKOK PENDAPATAN		**(732,970,339,867)**	**(710,122,365,948)**	***TOTAL COST OF REVENUES***
LABA KOTOR		**395,815,215,935**	**357,365,406,651**	***GROSS PROFIT***
Beban Pemasaran	35	(4,307,631,576)	(9,523,823,147)	*Marketing Expenses*
Beban Umum dan Administrasi	36	(204,695,373,837)	(205,485,488,393)	*General and Administrative Expenses*
Pendapatan Keuangan - Neto	37	30,959,702,239	28,047,864,043	*Financial Income - Net*
Pendapatan Lain-lain - Neto	38	15,477,868,933	78,182,548,646	*Other Income - Net*
TOTAL BEBAN USAHA		**(162,565,434,241)**	**(108,778,898,851)**	***TOTAL OPERATING EXPENSES***
LABA SEBELUM PAJAK PENGHASILAN		**233,249,781,694**	**248,586,507,801**	***PROFIT BEFORE TAXES***
Bagian Rugi dari Entitas Asosiasi				*Equity in Loss of Associates Entity*
Beban Pajak Penghasilan	30c	(40,222,402,856)	(44,176,398,373)	*Income Tax Expense*
LABA TAHUN BERJALAN		**193,027,378,838**	**204,410,109,428**	***PROFIT FOR THE CURRENT YEAR***
Penghasilan Komprehensif Lain:				***Other Comprehensive Income:***
Pos-pos yang Tidak Akan Direklasifikasi ke Laba Rugi				***Items that Will Not be Reclassified to Profit or Loss***
Pengukuran Kembali atas Program Imbalan Pasti	28	(1,493,261,409)	(24,506,179,870)	*Remeasurement of Defined Benefit Plans*
Pajak Penghasilan Terkait	30	328,517,507	5,391,359,571	*Related Income Tax*
Rugi Komprehensif Lain Tahun Berjalan		**(1,164,743,902)**	**(19,114,820,299)**	***Other Comprehensive Loss for the Current Year***
TOTAL PENGHASILAN KOMPREHENSIF TAHUN BERJALAN		**191,862,634,936**	**185,295,289,129**	***TOTAL COMPREHENSIVE INCOME FOR THE CURRENT YEAR***
Laba Tahun Berjalan yang Dapat Diatribusikan ke:				***Profit for the Current Year Attributable to:***
Pemilik Entitas Induk		192,892,224,329	204,350,282,863	*The Owners of Parent Entity*
Kepentingan Nonpengendali		135,154,509	59,826,565	*Non-Controlling Interest*
Total Laba Tahun Berjalan		**193,027,378,838**	**204,410,109,428**	***Total Profit for the Current Year***
Total Penghasilan Komprehensif Tahun Berjalan yang Dapat Diatribusikan ke:				***Total Comprehensive Income for the Current Year Attributable to:***
Pemilik Entitas Induk		191,727,507,332	185,235,219,959	*The Owners of Parent Entity*
Kepentingan Nonpengendali		135,127,604	60,069,170	*Non-Controlling Interest*
Total Penghasilan Komprehensif Tahun Berjalan		**191,862,634,936**	**185,295,289,129**	***Total Comprehensive Income for the Current Year***

Catatan terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian secara keseluruhan

The accompanying notes form an integral part of these consolidated financial statements

		Ekuitas yang Dapat Diatribusikan kepada Entitas Induk/ *Equity Attributable to the Owner of the Parent Entity*									
	Catatan/ *Notes*	Modal Pemerintah Republik Indonesia/ *Government Capital of Republic of Indonesia* Rp	Cadangan Umum/ *General Reserve* Rp	Cadangan Bertujuan/ *Appropriated Reserve* Rp	Penghasilan Komprehensif Lain/ *Other Comprehensive Income* Rp	Komponen Ekuitas Lainnya/ *Other Equity Components* Rp	*Saldo Laba/ Retained Earnings* Rp	Jumlah/ *Total* Rp	Kepentingan Non pengendali/ *Non-Controlling Interest* Rp	Jumlah/ *Total* Rp	
Saldo 31 Desember 2023		**164,547,635,935**	**13,943,023,591**	**1,027,001,112,300**	**(190,446,535,859)**	**193,963,239**	**487,860,682,389**	**1,503,099,881,595**	**6,741,509,721**	**1,509,841,391,316**	***Balance as of December 31, 2023***
Kerugian Pengukuran Kembali Program Imbalan Pasti	28	--	--	--	(19,115,062,904)	--	--	(19,115,062,904)	242,605	(19,114,820,299)	*Loss on Remeasurement of Defined Benefits Plan*
Pembayaran Dividen		--	--	--	--	--	(7,000,000,000)	(7,000,000,000)	--	(7,000,000,000)	*Recovery Value of Financial Assets*
Laba Tahun Berjalan		--	--	--	--	--	204,350,282,863	204,350,282,863	59,826,565	204,410,109,428	*Profit for Current Year*
Saldo 31 Desember 2024		**164,547,635,935**	**13,943,023,591**	**1,027,001,112,300**	**(209,561,598,763)**	**193,963,239**	**685,210,965,252**	**1,681,335,101,554**	**6,801,578,891**	**1,688,136,680,445**	***Balance as of December 31, 2024***
Kerugian Pengukuran Kembali Program Imbalan Pasti	28	--	--	--	(1,164,716,997)	--	--	(1,164,716,997)	(26,905)	(1,164,743,902)	*Loss on Remeasurement of Defined Benefits Plan*
Pembayaran Dividen		--	--	--	--	--	(18,958,000,000)	(18,958,000,000)	--	(18,958,000,000)	*Dividend Payment*
Laba Tahun Berjalan		--	--	--	--	--	192,892,224,329	192,892,224,329	135,154,509	193,027,378,838	*Profit for Current Year*
Saldo 31 Desember 2025		**164,547,635,935**	**13,943,023,591**	**1,027,001,112,300**	**(210,726,315,760)**	**193,963,239**	**859,145,189,581**	**1,854,104,608,886**	**6,936,706,495**	**1,861,041,315,381**	***Balance as of December 31, 2025***

	Catatan/ *Notes*	2025 Rp	2024 Rp	
Arus Kas dari Aktivitas Operasi				***Cash Flows from Operating Activities***
Penerimaan dari Pelanggan		1,176,515,035,829	1,138,490,610,613	*Receipts from Customers*
Penerimaan Restitusi Pajak	30	7,772,994,324	--	*Receipts of Tax Refunds*
Penghasilan Bunga		34,426,363,997	37,487,213,456	*Interest Income*
Pembayaran Kas kepada:				*Cash Payments to:*
Pemasok dan Pihak Ketiga Lainnya		(377,400,935,496)	(451,092,402,782)	*Suppliers and Other Third Parties*
Dewan Pengawas, Direksi dan Karyawan		(428,346,798,313)	(324,957,001,292)	*Supervisory Board, Directors and Employees*
Pembayaran Pajak		(199,219,878,252)	(218,026,171,783)	*Tax Payment*
Arus Kas Bersih Diperoleh dari Aktivitas Operasi		**213,746,782,089**	**181,902,248,212**	***Net Cash Flows Provided by Operating Activities***
Arus Kas dari Aktivitas Investasi				***Cash Flows from Investing Activities***
Perolehan Aset Tetap	15, 43	(134,759,235,046)	(188,961,439,223)	*Acquisition of Fixed Assets*
Penambahan Investasi Jangka Panjang Lainnya		(1,000,000,000)	--	*Additional Other Long-Term Investment*
Pembayaran Uang Muka		(8,134,994,174)	(9,677,978,112)	*Advances Payment*
Pembayaran Pemeliharaan Aset Serah Kelola		(19,603,469,605)	(23,758,587,471)	*Handover Assets Maintenance Payments*
Penempatan Setara Kas yang Dibatasi Penggunaannya		16,933,625,333	(21,191,665,456)	*Placement of Restricted Cash Equivalents*
Penerimaan Ganti Rugi Pelepasan Aset Tetap		29,397,885,161	179,473,720	*Receipt of Disposal of Fixed Assets Compensation*
Arus Kas Bersih Digunakan untuk Aktivitas Investasi		**(117,166,188,331)**	**(243,410,196,542)**	***Net Cash Flows Used in Investing Activities***
Arus Kas dari Aktivitas Pendanaan				***Cash Flows from Financing Activities***
Penerimaan:				*Receipts:*
Utang Bank		9,600,000,014	7,800,999,984	*Bank Loans*
Utang Lain-lain		10,713,627,600	--	*Other Payables*
Pembayaran:				*Payments of:*
Utang Bank		(13,600,999,998)	--	*Bank Loans*
Dividen	31, 42	(18,958,000,000)	(7,000,000,000)	*Dividend*
Liabilitas Sewa	27	(7,725,157,588)	(3,945,710,048)	*Lease Liabilities*
Utang Lain-lain		(1,100,000,000)	900,000,000	*Other Payables*
Pembayaran Bunga	36	(1,030,761,994)	(1,704,664,364)	*Interest Payment*
Arus Kas Bersih Digunakan untuk Aktivitas Pendanaan		**(22,101,291,966)**	**(3,949,374,428)**	***Net Cash Flows Used in Financing Activities***
Kenaikan (Penurunan) Bersih Kas dan Setara Kas		**74,479,301,792**	**(65,457,322,758)**	***Net Increase (Decrease) in Cash and Cash Equivalents***
Kas dan Setara Awal Tahun		**666,718,532,967**	**732,175,855,725**	***Cash and Cash Equivalents at the Beginning of the Year***
Kas dan Setara Akhir Tahun		**741,197,834,759**	**666,718,532,967**	***Cash and Cash Equivalents at the End of the Year***

Informasi transaksi yang tidak mempengaruhi arus kas disajikan dalam Catatan 43

Information of non-cash transactions is presented in Note 43

PERUSAHAAN UMU JASA TIRTA II
DAN ENTITAS ANAK
LAPORAN ARUS KAS KONSOLIDASIAN
Untuk Tahun-tahun yang Berakhir pada
Tanggal 31 Desember 2025 dan 2024
(Disajikan dalam Rupiah Penuh, Kecuali Dinyatakan Lain)

PERUSAHAAN UMUM JASA TIRTA II
AND SUBSIDIARY
CONSOLIDATED STATEMENTS OF CASH FLOWS
For the Years Ended
December 31, 2025 and 2024
(Expressed in Full of Rupiah, Unless Otherwise Stated)

	Catatan/ *Notes*	2025 Rp	2024 Rp	
Arus Kas dari Aktivitas Operasi				***Cash Flows from Operating Activities***
Penerimaan dari Pelanggan		1,176,515,035,829	1,138,490,610,613	*Receipts from Customers*
Penerimaan Restitusi Pajak	30	7,772,994,324	--	*Receipts of Tax Refunds*
Penghasilan Bunga		34,426,363,997	37,487,213,456	*Interest Income*
Pembayaran Kas kepada:				*Cash Payments to:*
Pemasok dan Pihak Ketiga Lainnya		(377,400,935,496)	(451,092,402,782)	*Suppliers and Other Third Parties*
Dewan Pengawas, Direksi dan Karyawan		(428,346,798,313)	(324,957,001,292)	*Supervisory Board, Directors and Employees*
Pembayaran Pajak		(199,219,878,252)	(218,026,171,783)	*Tax Payment*
Arus Kas Bersih Diperoleh dari Aktivitas Operasi		**213,746,782,089**	**181,902,248,212**	***Net Cash Flows Provided by Operating Activities***
Arus Kas dari Aktivitas Investasi				***Cash Flows from Investing Activities***
Perolehan Aset Tetap	15, 43	(134,759,235,046)	(188,961,439,223)	*Acquisition of Fixed Assets*
Penambahan Investasi Jangka Panjang Lainnya		(1,000,000,000)	--	*Additional Other Long-Term Investment*
Pembayaran Uang Muka		(8,134,994,174)	(9,677,978,112)	*Advances Payment*
Pembayaran Pemeliharaan Aset Serah Kelola		(19,603,469,605)	(23,758,587,471)	*Handover Assets Maintenance Payments*
Penempatan Setara Kas yang Dibatasi Penggunaannya		16,933,625,333	(21,191,665,456)	*Placement of Restricted Cash Equivalents*
Penerimaan Ganti Rugi Pelepasan Aset Tetap		29,397,885,161	179,473,720	*Receipt of Disposal of Fixed Assets Compensation*
Arus Kas Bersih Digunakan untuk Aktivitas Investasi		**(117,166,188,331)**	**(243,410,196,542)**	***Net Cash Flows Used in Investing Activities***
Arus Kas dari Aktivitas Pendanaan				***Cash Flows from Financing Activities***
Penerimaan:				*Receipts:*
Utang Bank		9,600,000,014	7,800,999,984	*Bank Loans*
Utang Lain-lain		10,713,627,600	--	*Other Payables*
Pembayaran:				*Payments of:*
Utang Bank		(13,600,999,998)	--	*Bank Loans*
Dividen	31, 42	(18,958,000,000)	(7,000,000,000)	*Dividend*
Liabilitas Sewa	27	(7,725,157,588)	(3,945,710,048)	*Lease Liabilities*
Utang Lain-lain		(1,100,000,000)	900,000,000	*Other Payables*
Pembayaran Bunga	36	(1,030,761,994)	(1,704,664,364)	*Interest Payment*
Arus Kas Bersih Digunakan untuk Aktivitas Pendanaan		**(22,101,291,966)**	**(3,949,374,428)**	***Net Cash Flows Used in Financing Activities***
Kenaikan (Penurunan) Bersih Kas dan Setara Kas		**74,479,301,792**	**(65,457,322,758)**	***Net Increase (Decrease) in Cash and Cash Equivalents***
Kas dan Setara Awal Tahun		**666,718,532,967**	**732,175,855,725**	***Cash and Cash Equivalents at the Beginning of the Year***
Kas dan Setara Akhir Tahun		**741,197,834,759**	**666,718,532,967**	***Cash and Cash Equivalents at the End of the Year***

Informasi transaksi yang tidak mempengaruhi arus kas disajikan dalam Catatan 43

Information of non-cash transactions is presented in Note 43

Catatan terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian secara keseluruhan

The accompanying notes form an integral part of these consolidated financial statements

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