



# MEMPERLUAS CAKRAWALA, MEMPERKUAT EKOSISTEM PARIWISATA

Expanding Horizons, Strengthening Tourism Ecosystem



# Tentang Laporan Tahunan 2025

## About Annual Report 2025

Laporan Tahunan 2025 PT Jakarta Tourisindo (Persero)/ Jakarta Experience Board ("JXB", "Perseroan" atau "Perusahaan") yang mengangkat tema "*Expanding Horizons, Strengthening Tourism Ecosystem*" menyajikan gambaran menyeluruh mengenai kinerja operasional dan keuangan Perseroan sepanjang tahun buku 2025, sebagaimana telah diaudit oleh Kantor Akuntan Publik. Selain memuat capaian kinerja, laporan ini juga mencakup berbagai informasi yang bersifat prospektif, termasuk rencana, strategi, serta target yang mencerminkan arah pengembangan Perseroan ke depan.

Penyusunan laporan ini ditujukan untuk memperkuat transparansi informasi kepada pemangku kepentingan dan otoritas terkait, sekaligus menjadi media dokumentasi tahunan yang mendorong rasa kebersamaan dan kebanggaan di lingkungan internal. Melalui penyajian informasi yang akurat, berimbang, dan relevan, laporan ini diharapkan dapat meningkatkan pemahaman serta kepercayaan terhadap Perseroan. Para pemegang saham dan pemangku kepentingan lainnya dapat memperoleh gambaran yang komprehensif mengenai kebijakan yang telah dijalankan, rencana yang akan dilaksanakan, serta pencapaian yang diraih sepanjang tahun 2025.

Laporan Tahunan JXB Tahun 2025 disusun dalam dua bahasa, yaitu Bahasa Indonesia dan Bahasa Inggris, yang disajikan secara berdampingan dengan memperhatikan kaidah penulisan yang baik dan benar. Laporan ini juga dirancang dengan kualitas cetak yang optimal serta penggunaan tipografi yang jelas dan mudah dibaca. Seluruh dokumen Laporan Tahunan dapat diakses dan diunduh melalui situs resmi JXB di [www.jxbboard.co.id](http://www.jxbboard.co.id).

The 2025 Annual Report of PT Jakarta Tourisindo (Persero)/ Jakarta Experience Board ("JXB", "the Company" or "the Corporation"), themed "*Expanding Horizons, Strengthening Tourism Ecosystem*," provides a comprehensive overview of the Company's operational and financial performance throughout the 2025 fiscal year, based on audited Financial Statements by an independent Public Accounting Firm. In addition to presenting performance results, this report also includes forward-looking information, covering the Company's plans, strategies, and objectives that reflect its future direction.

This report is prepared to enhance transparency and accountability to stakeholders and relevant authorities, while also serving as an annual record that fosters a sense of pride and unity within the organization. By delivering accurate, balanced, and relevant information, the report aims to strengthen understanding and build trust in the Company. Shareholders and other stakeholders are provided with sufficient insights into policies implemented, initiatives to be undertaken, and the Company's achievements during 2025.

The 2025 JXB Annual Report is presented in both Indonesian and English in a side-by-side bilingual format, adhering to proper language standards. It is designed with high-quality print and clear, reader-friendly typography. The full Annual Report is available for viewing and download on the official JXB website at [www.jxbboard.co.id](http://www.jxbboard.co.id).



## Pemberitahuan Tabel dan Grafik

### Tables and Graphics Notice

Tabel dan grafik pada Laporan Tahunan ini memaparkan data numerik dengan standar penulisan mengikuti kaidah Bahasa Indonesia. Pemaparan numerik dalam teks menggunakan standar kaidah Bahasa Indonesia dan Bahasa Inggris sesuai konteks.

Tables and graphs in this Annual Report present numerical data using the writing standards of the Indonesian language. Numerical presentations within the text follow the standard conventions of both the Indonesian and English languages according to context.

## Penjelasan Tema

Explanation of The Theme



### “Expanding Horizons, Strengthening Tourism Ecosystem”

“Memperluas Cakrawala, Memperkuat Ekosistem Pariwisata”

Tahun 2025 menjadi momentum penting bagi JXB dalam memperluas peran dan kontribusinya sebagai BUMD pariwisata Kota Jakarta. Arah pengembangan yang dijalankan mencerminkan upaya Perseroan dalam mengakselerasi pertumbuhan melalui pengembangan lini bisnis baru di sektor pariwisata, sekaligus memperkuat posisinya sebagai penggerak ekosistem pariwisata yang terintegrasi, inklusif, dan berkelanjutan.

Berbekal fondasi bisnis yang telah diperkuat pada periode sebelumnya, Perseroan memasuki fase ekspansi dengan menghadirkan berbagai inisiatif yang adaptif terhadap dinamika pariwisata perkotaan. Penguatan lini Filming in Jakarta dilakukan untuk mendukung Jakarta sebagai pusat industri kreatif dan audiovisual, sekaligus menjadi sarana promosi kota melalui karya visual. Di sisi lain, optimalisasi ruang publik dan pengembangan layanan *event organizer* terus dilakukan guna menghadirkan pengalaman kota yang lebih hidup, meningkatkan interaksi sosial, serta mendorong partisipasi masyarakat dan wisatawan.

Langkah ekspansi ini tidak hanya berorientasi pada pertumbuhan bisnis, tetapi juga pada pembentukan ekosistem pariwisata yang kolaboratif. Sinergi dengan Pemerintah Provinsi DKI Jakarta, komunitas kreatif, pelaku industri, dan berbagai pemangku kepentingan terus diperkuat untuk menciptakan nilai tambah ekonomi, sosial, dan budaya. Dengan pendekatan tersebut, Perseroan berkomitmen mendorong pariwisata Jakarta agar semakin dinamis, berdaya saing, serta relevan dalam mendukung visi Jakarta sebagai kota global.

The year 2025 marks an important milestone for JXB in expanding its role and contribution as a regional tourism enterprise of the City of Jakarta. The Company's strategic direction reflects its efforts to accelerate growth by developing new business lines within the tourism sector, while strengthening its position as a key driver of an integrated, inclusive, and sustainable tourism ecosystem.

Building on the strengthened business foundations established in previous years, the Company has entered an expansion phase by introducing initiatives that are responsive to the evolving dynamics of urban tourism. The enhancement of the Filming in Jakarta initiative supports Jakarta's positioning as a hub for the creative and audiovisual industries, while also promoting the city through visual storytelling. At the same time, the activation of public spaces and the development of event organizer services are continuously optimized to create vibrant urban experiences, foster social interaction, and increase engagement among communities and visitors.

This expansion goes beyond business growth, aiming to foster a more collaborative tourism ecosystem. Stronger synergies with the Provincial Government of DKI Jakarta, creative communities, industry players, and other stakeholders are continuously pursued to generate economic, social, and cultural value. Through this approach, the Company remains committed to advancing Jakarta's tourism sector to become more dynamic, competitive, and aligned with its vision as a global city.







## MEMPERLUAS CAKRAWALA, MEMPERKUAT EKOSISTEM PARIWISATA

Expanding Horizons, Strengthening Tourism Ecosystem



**2025** Laporan Tahunan  
Annual Report



## Kesinambungan Tema

Continuity of The Theme



## 2024

### **"Foundations Rebuilt, Futures Reinvented"**

**"Fondasi yang Dibangun Kembali, Masa Depan yang Diciptakan Kembali"**

Tahun 2024 menjadi momentum penting dalam perjalanan transformasi JXB. Melalui arah pengembangan yang berfokus pada penguatan fondasi, Perseroan melakukan pembenahan menyeluruh terhadap struktur organisasi, tata kelola, dan model bisnis guna menciptakan landasan yang lebih kokoh, adaptif, dan relevan di tengah dinamika industri pariwisata dan *hospitality* yang terus berkembang. Transformasi ini mencakup percepatan digitalisasi, optimalisasi pengelolaan aset, serta penguatan kualitas sumber daya manusia dan budaya kerja yang menjunjung tinggi integritas, kolaborasi, dan keberlanjutan.

Dengan fondasi yang semakin solid, Perseroan mulai mengakselerasi berbagai inisiatif untuk mendorong inovasi dan menciptakan nilai tambah yang berkelanjutan. Pengembangan kawasan berbasis pengalaman, peluncuran solusi digital bagi wisatawan dan masyarakat, serta penguatan kolaborasi lintas sektor menjadi bagian dari upaya untuk menghadirkan ekosistem pariwisata yang lebih inklusif dan berdaya saing. Melalui langkah tersebut, Perseroan tidak hanya meningkatkan ketahanan bisnis, tetapi juga berperan aktif dalam membentuk masa depan pariwisata Jakarta yang lebih terintegrasi, ramah lingkungan, dan berdampak positif bagi perekonomian lokal.

The year 2024 marked a significant milestone in the transformation journey of JXB. Through a strategic focus on strengthening its foundations, the Company undertook comprehensive improvements across its organizational structure, governance, and business model to build a more resilient, adaptive, and relevant platform amid the evolving dynamics of the tourism and hospitality industry. This transformation included accelerating digitalization, optimizing asset management, and enhancing human capital and work culture grounded in integrity, collaboration, and sustainability.

With stronger foundations in place, the Company began to accelerate various initiatives aimed at driving innovation and creating sustainable value. The development of experience-driven destinations, the introduction of digital solutions for visitors and communities, and the expansion of cross-sector collaborations reflect efforts to build a more inclusive and competitive tourism ecosystem. Through these initiatives, the Company not only strengthens its business resilience but also actively contributes to shaping the future of Jakarta's tourism, more digitally connected, environmentally responsible, and supportive of local economic growth.

## 2023

### **“Navigating Challenges, Building the Future”**

“Menavigasi Tantangan, Membangun Masa Depan”

Tema “Menavigasi Tantangan, Membangun Masa Depan” mencerminkan kemampuan JXB dalam menghadapi dinamika dan tantangan industri dengan ketangguhan serta adaptabilitas yang tinggi. Di tengah berbagai perubahan, Perseroan terus memperkuat arah strategis melalui perencanaan jangka panjang, inovasi, dan pengembangan sumber daya manusia guna membangun fondasi yang kokoh bagi pertumbuhan yang berkelanjutan.

Sejalan dengan upaya melanjutkan transformasi yang telah dimulai sejak 2020, Perseroan memfokuskan bisnis pada sektor pariwisata dan perhotelan serta memperkuat perannya sebagai penyedia jasa pariwisata terintegrasi di DKI Jakarta. Berbagai langkah pembenahan, termasuk rebranding hotel, ekspansi pasar, dan pengembangan inisiatif berwawasan lingkungan, terus dilakukan untuk menciptakan nilai jangka panjang bagi pemegang saham dan pemangku kepentingan. Pencapaian serta apresiasi yang diraih sepanjang tahun 2023 mencerminkan efektivitas strategi yang dijalankan dalam mendorong pertumbuhan yang berkelanjutan.

The theme “Navigating Challenges, Building the Future” reflects JXB’s ability to respond to industry dynamics with resilience and adaptability. Amid ongoing changes, the Company continued to strengthen its strategic direction through long-term planning, innovation, and human capital development, laying a solid foundation for sustainable growth.

In line with its ongoing transformation since 2020, the Company sharpened its focus on the tourism and hospitality sectors while reinforcing its role as an integrated tourism service provider in Jakarta. Continuous improvement initiatives, including hotel rebranding, market expansion, and environmentally oriented programs, were implemented to create long-term value for shareholders and stakeholders. The achievements and recognitions received throughout 2023 demonstrate the effectiveness of these strategies in supporting sustainable and positive growth.



## 2022

### **“Becoming a Leading Player in Tourism for Sustainable Growth”**

“Menjadi Pemain Utama Pariwisata Untuk Pertumbuhan Berkelanjutan”

Tema “Menjadi Pemain Utama Pariwisata untuk Pertumbuhan Berkelanjutan” mencerminkan upaya JXB dalam menjaga ketahanan usaha di tengah tekanan pandemi COVID-19, sekaligus memperkuat fondasi bisnis setelah periode kinerja yang menantang. Berbagai langkah pembenahan yang dilakukan menjadi pijakan penting bagi Perseroan untuk mempertahankan kinerja serta membuka peluang ekspansi pada periode berikutnya.

Sejalan dengan visi untuk menjadi pemain utama di sektor pariwisata DKI Jakarta, Perseroan terus mengembangkan lini usaha pariwisata, perhotelan, ekonomi kreatif, serta aktivasi ruang publik, termasuk melalui renovasi hotel dengan identitas budaya Betawi. Tren peningkatan kinerja dalam beberapa tahun terakhir memperkuat optimisme pemulihan usaha dan keberlanjutan pertumbuhan ke depan. Didukung oleh soliditas tim dan semangat transformasi, Perseroan berkomitmen menciptakan nilai tambah berkelanjutan, sebagaimana tercermin dari berbagai pencapaian dan penghargaan yang diraih sepanjang tahun 2022.

The theme “Becoming a Leading Player in Tourism for Sustainable Growth” reflects JXB’s efforts to maintain business resilience amid the pressures of the COVID-19 pandemic while strengthening its foundations following a challenging performance period. The improvement measures undertaken provided a solid basis for the Company to sustain performance and prepare for future expansion.

In line with its vision to become a leading player in Jakarta’s tourism sector, the Company continued to develop its tourism, hospitality, creative economy, and public space activation business lines, including hotel renovations that highlight Betawi cultural identity. The improving performance trend in recent years reinforces optimism for business recovery and sustainable growth ahead. Supported by strong team cohesion and a transformation-driven mindset, the Company remains committed to creating long-term value, as reflected in the achievements and recognitions attained throughout 2022.



## Keunggulan kami

### Our Competitive Advantage

- |                                                                                                                                     |                                                                                                                        |
|-------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------|
| 1. Mampu mencatatkan keuntungan dan mempertahankan pertumbuhan berkelanjutan.                                                       | 1. Delivering profitability and sustained growth.                                                                      |
| 2. BUMD terdepan di sektor pariwisata.                                                                                              | 2. Leading BUMD in the tourism sector.                                                                                 |
| 3. Kolaborasi dengan Pemerintah, BUMN dan BUMD untuk inovasi dan promosi Jakarta.                                                   | 3. Collaborating with Government, BUMN and BUMD for innovation and promotion of Jakarta.                               |
| 4. Memelihara citra dan reputasi perusahaan sebagai perusahaan yang <i>Fluid Workflow, Young Energy, flexible dan Open Office</i> . | 4. Maintaining the company's image and reputation as a Fluid Workflow, Young Energy, flexible and Open Office company. |
| 5. Memiliki SDM unggul berusia muda dan struktur organisasi yang lebih ramping.                                                     | 5. Having young superior human resources and a leaner organizational structure.                                        |
| 6. Mampu mempertahankan Opini auditor "Wajar Tanpa Pengecualian".                                                                   | 6. Maintaining the auditor's opinion of "Unqualified".                                                                 |
| 7. Mendapatkan pengakuan dari komunitas Nasional dan Internasional.                                                                 | 7. Getting recognized by National and International community.                                                         |
| 8. Menerapkan standar tata kelola yang terbaik.                                                                                     | 8. Implementing the best governance standards.                                                                         |
| 9. Memiliki 7 unit hotel, 6 diantaranya ada di Jakarta dan 1 unit berada di puncak.                                                 | 9. Owning 7 hotel units, 6 of which are in Jakarta and 1 unit is at the summit.                                        |



## THE TAVIA HERITAGE HOTEL

The Tavia Heritage Hotel merupakan hotel bintang empat yang berlokasi strategis di kawasan Cempaka Putih, Jakarta. Dirancang untuk memenuhi beragam kebutuhan, hotel ini menghadirkan layanan yang mengakomodasi aktivitas bisnis, rekreasi, hingga penyelenggaraan acara sosial seperti pernikahan dan pertemuan. Didukung oleh *ballroom* yang representatif serta ruang-ruang pertemuan yang fungsional, hotel ini menjadi pilihan yang tepat bagi tamu yang mencari kenyamanan sekaligus fleksibilitas dalam satu destinasi.

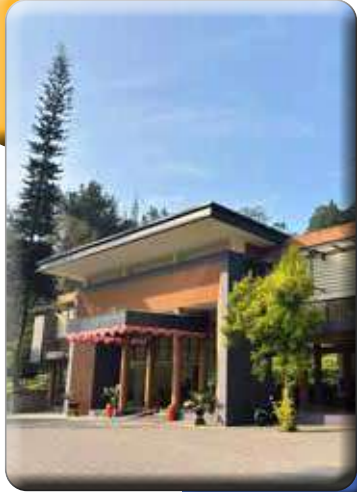
Selain itu, kelengkapan fasilitas kamar, restoran, dan kolam renang semakin memperkuat daya tarik The Tavia Heritage Hotel sebagai destinasi akomodasi di Jakarta. Komitmen terhadap kenyamanan dan keamanan tamu juga diwujudkan melalui kepemilikan sertifikasi CHSE serta penerapan protokol kesehatan yang ketat. Sebagai bagian dari strategi optimalisasi aset, hotel ini menjadi proyek peremajaan pertama bagi properti yang telah beroperasi lebih dari dua dekade, guna meningkatkan kualitas layanan dan kinerja operasional secara berkelanjutan.

Complemented by well-equipped guest rooms, dining facilities, and a swimming pool, The Tavia Heritage Hotel enhances its appeal as a preferred accommodation choice in Jakarta. Its commitment to guest comfort and safety is reflected in its CHSE certification and the consistent implementation of strict health protocols. As part of the Company's asset optimization strategy, the hotel represents the first rejuvenation initiative for properties that have been in operation for over two decades, aimed at improving service quality and overall operational performance.

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## THE TAVIA RIVERSIDE RESORT & CONVENTION

Grand Cempaka Resort & Convention merupakan salah satu properti unggulan yang telah berdiri sejak tahun 1982 dan berlokasi di kawasan Megamendung, Bogor. Berdiri di atas lahan seluas 13,5 hektar, resort ini menawarkan suasana alam yang asri dan sejuk, menjadikannya destinasi ideal untuk kegiatan rekreasi maupun acara berskala besar. Beragam fasilitas tersedia untuk menunjang pengalaman tamu, mulai dari kolam renang, area perkemahan dan lintas alam, fasilitas berkuda, hingga sarana olahraga seperti lapangan basket, tenis, dan voli, yang dilengkapi dengan bungalow, restoran, serta masjid.

Dalam memberikan layanan terbaik, The Tavia Riverside Resort & Convention senantiasa mengedepankan kenyamanan dan keamanan tamu melalui penerapan protokol kesehatan yang konsisten. Komitmen untuk menghadirkan pengalaman menginap yang berkesan terus dijaga, seiring dengan upaya Perseroan dalam meningkatkan kualitas aset secara berkelanjutan. Meskipun saat ini masih beroperasi dengan baik, Perseroan tengah mempersiapkan langkah peremajaan unit sebagai bagian dari strategi revitalisasi, guna memastikan daya saing dan relevansi properti di masa mendatang.

The Tavia Riverside Resort & Convention is one of the Company's flagship properties, established in 1982 and located in the Megamendung area of Bogor. Spanning approximately 13.5 hectares, the resort offers a serene natural environment, making it an ideal destination for both leisure activities and large-scale events. A wide range of facilities supports guest experiences, including a swimming pool, camping grounds, outbound areas, horseback riding facilities, and sports amenities such as basketball, tennis, and volleyball courts, complemented by bungalows, a restaurant, and a mosque.

In delivering quality service, The Tavia Riverside Resort & Convention prioritizes guest comfort and safety through the consistent implementation of health protocols. The commitment to creating memorable experiences remains a key focus, alongside ongoing efforts to enhance asset quality. While the resort continues to operate effectively, the Company is preparing a comprehensive rejuvenation plan as part of its long-term revitalization strategy, ensuring sustained competitiveness and relevance in the future.



## D'ARCICI HOTEL SUNTER

d'Arcici Hotel Sunter merupakan kompleks akomodasi yang mengintegrasikan konsep hotel dan apartemen, menghadirkan fleksibilitas bagi berbagai kebutuhan tamu. Dilengkapi dengan fasilitas yang komprehensif seperti kamar yang nyaman, kolam renang, lapangan basket, restoran, serta area parkir yang luas, properti ini menjadi pilihan ideal untuk kegiatan keluarga, korporasi, maupun kunjungan grup. Komitmen terhadap kenyamanan dan keamanan juga tercermin melalui sertifikasi CHSE serta penerapan protokol kesehatan yang konsisten.

d'Arcici Hotel Sunter is an integrated accommodation complex that combines hotel and apartment concepts, offering flexibility for a wide range of guest needs. Equipped with comprehensive facilities including comfortable rooms, a swimming pool, basketball court, restaurant, and ample parking space, the property serves as an ideal venue for family gatherings, corporate activities, and group stays. Its commitment to guest comfort and safety is reinforced by CHSE certification and the consistent implementation of health protocols.



## THE TAVIA RUMABATAVI

Berlokasi di kawasan strategis Jakarta Utara, The Tavia Rumabatavi menawarkan pengalaman menginap yang mengedepankan kenyamanan dan keramahan. Fasilitas yang tersedia mencakup kamar, ruang pertemuan, area parkir yang luas, fasilitas karaoke, serta Hantaran Restoran yang menyajikan menu khas Indonesia. Seluruh layanan didukung oleh penerapan protokol kesehatan yang ketat guna memastikan pengalaman menginap yang aman dan menyenangkan bagi setiap tamu.

Strategically located in North Jakarta, The Tavia Rumabatavi provides a welcoming and comfortable stay experience. The hotel features well-appointed rooms, meeting facilities, spacious parking, karaoke amenities, and Hantaran Restaurant serving authentic Indonesian cuisine. All services are supported by strict health protocols to ensure a safe and pleasant stay for every guest.



## D'ARCICI HOTEL CEMPAKA PUTIH

Sebagai salah satu unit usaha JXB, D'Arcici Hotel Cempaka Putih dirancang sebagai hotel ekonomis yang fungsional untuk kebutuhan bisnis, pertemuan, maupun hiburan. Berlokasi di Cempaka Putih yang strategis dan dekat dengan pusat perbelanjaan, kawasan bisnis, serta akses menuju bandara, hotel ini menawarkan pilihan akomodasi yang terjangkau dengan fasilitas yang memadai untuk menunjang aktivitas tamu secara optimal.

As one of JXB's business units, D'Arcici Hotel Cempaka Putih is designed as a budget-friendly hotel catering to business, meeting, and leisure needs. Situated in the strategic area of Cempaka Putih, close to shopping centers, business districts, and airport access, the hotel offers affordable accommodations with adequate facilities to support guests' activities.





## C'ONE CEMPAKA PUTIH

C'One Cempaka Putih menawarkan akomodasi dengan konsep bungalow yang terjangkau di lokasi strategis kawasan Cempaka Putih. Dengan suasana yang nyaman dan fleksibel, properti ini sesuai untuk berbagai jenis kunjungan, baik bersama keluarga, pasangan, maupun rombongan. Penerapan protokol kesehatan yang disiplin turut menjadi bagian dari upaya memastikan kenyamanan dan keamanan selama masa menginap.

Established in 1989, C'One Hotel Pulomas offers a bungalow-style accommodation concept that emphasizes privacy and comfort. Located in the strategic Pulomas area, it is well-suited for couples and families seeking a more relaxed and intimate stay. The hotel consistently applies health protocols as part of its commitment to guest safety.



## C'ONE HOTEL PULOMAS

Didirikan sejak tahun 1989, C'One Hotel Pulomas menghadirkan konsep akomodasi bungalow yang mengutamakan privasi dan kenyamanan. Berlokasi di kawasan strategis Pulomas, hotel ini menjadi pilihan yang tepat bagi pasangan maupun keluarga yang menginginkan suasana menginap yang lebih tenang. Dalam operasionalnya, C'One Pulomas juga menerapkan protokol kesehatan secara konsisten sebagai bagian dari komitmen terhadap keamanan tamu.

As one of JXB's business units, d'Arcici Al-Hijra Hotel Plaza is designed as a budget-friendly hotel catering to business, meeting, and leisure needs. Situated in the strategic area of Cempaka Putih, close to shopping centers, business districts, and airport access, the hotel offers affordable accommodations with adequate facilities to support guests' activities.



# Pencapaian Kinerja Tahun 2025

Performance Achievements in 2025



Pertumbuhan Total Aset  
Total Assets Growth

**16,07%**

2025: Rp1.016.998 juta | million  
2024: Rp876.201 juta | million



Pertumbuhan Pendapatan Usaha  
Operating Revenue Growth

**84,15%**

2025: Rp179.088 juta | million  
2024: Rp97.250 juta | million



Return on Assets  
(ROA)  
2024: 8,47%

**11,85%**



Return on Equity  
(ROE)  
2024: 13,25%

**18,44%**





## Pertumbuhan Laba Bersih Tahun Berjalan Net Profit for the Year Growth

# 63,34%

2025: Rp120.512 juta | million  
2024: Rp74.234 juta | million



Jumlah Kamar Terjual  
Number of Rooms  
Sold  
2024: 101.560 kamar | rooms

118.017  
Kamar | Rooms



Tingkat Hunian  
Occupancy Rate  
2024: 46%

# 47%



## Daftar Isi

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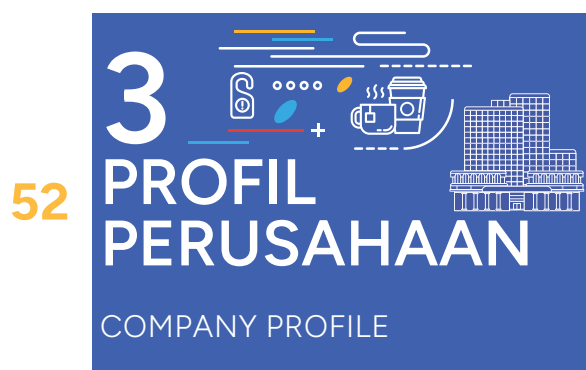
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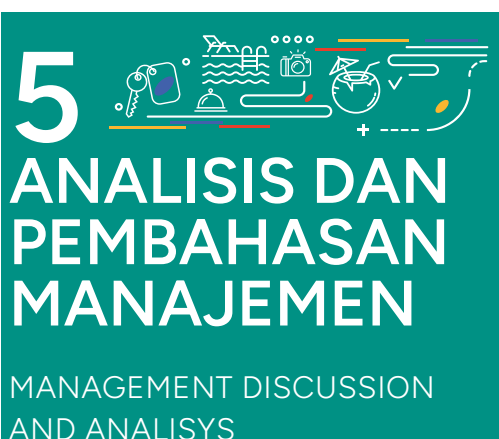
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# THE TAVIA HERITAGE HOTEL

# 1

## KILAS KINERJA

Performance Highlights









**Ikhtisar Data Keuangan Penting**  
Key Financial Data Overview

**Laporan Posisi Keuangan**

Statement of Financial Position

Dalam jutaan Rupiah | In million of Rupiah

| Uraian                    | 2025      | 2024    | 2023    | YoY      | Description            |
|---------------------------|-----------|---------|---------|----------|------------------------|
| Aset Lancar               | 73.763    | 131.148 | 200.902 | (43,76%) | Current Assets         |
| Aset Tidak Lancar         | 943.234   | 745.053 | 571.361 | 26,60%   | Non-current Assets     |
| Total Aset                | 1.016.998 | 876.201 | 772.263 | 16,07%   | Total Assets           |
| Liabilitas Jangka Pendek  | 150.721   | 157.316 | 138.811 | (4,19%)  | Short-term Liabilities |
| Liabilitas Jangka Panjang | 85.543    | 57.948  | 46.840  | 47,62%   | Long-term Liabilities  |
| Total Liabilitas          | 236.264   | 215.264 | 185.651 | 9,76%    | Total Liabilities      |
| Total Ekuitas             | 780.734   | 660.937 | 586.613 | 18,13%   | Total Equity           |
| Modal Kerja Bersih        | 674.772   | 706.903 | 678.240 | (4,55%)  | Net Working Capital    |

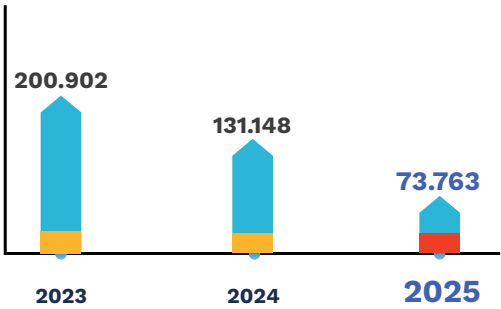
**Laporan Laba/(Rugi)**

Profit/(Loss) Statement

**Aset Lancar (Dalam Juta Rupiah)**

Current Assets (In Million Rupiah)

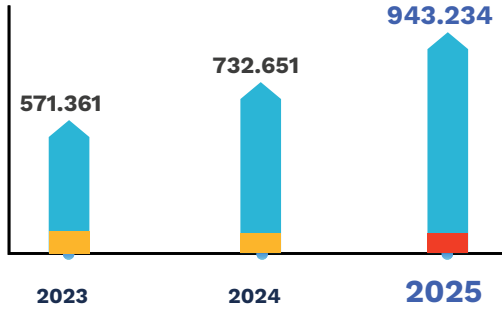
**(43,76)%**



**Aset Tidak Lancar (Dalam Juta Rupiah)**

Non-Current Assets (In Million Rupiah)

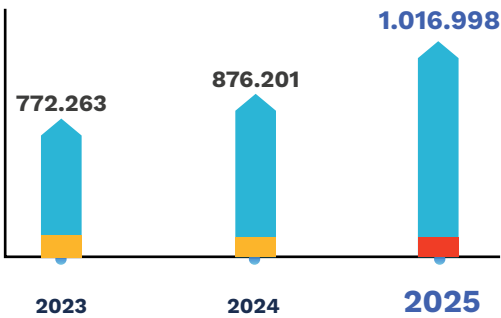
**26,60%**



**Total Aset (Dalam Juta Rupiah)**

Total Assets (In Million Rupiah)

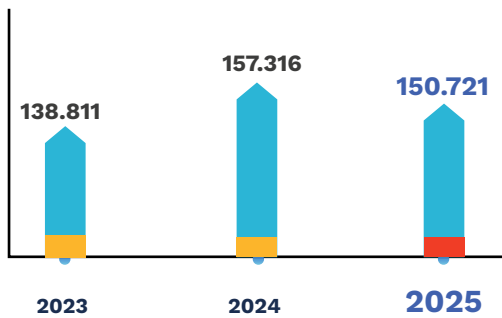
**16,07%**



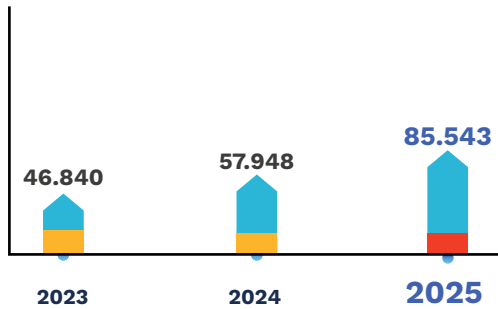
**Liabilitas Jangka Pendek (Dalam Juta Rupiah)**

Short-term Liabilities (In Million Rupiah)

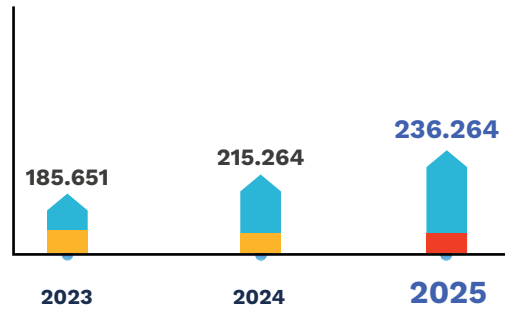
**4,19%**



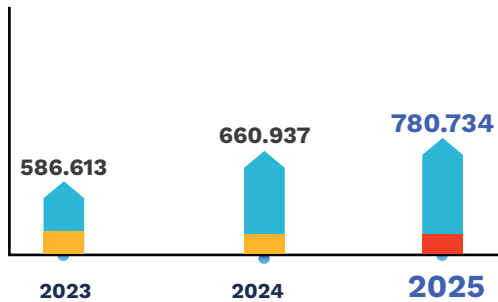
**Liabilitas Jangka Panjang (Dalam Juta Rupiah)**  
Long-term Liabilities (In Million Rupiah)  
**47,62%**



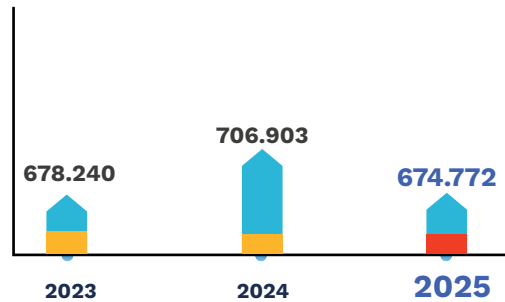
**Total Liabilitas (Dalam Juta Rupiah)**  
Total Liabilities (In Million Rupiah)  
**9,76%**



**Total Ekuitas (Dalam Juta Rupiah)**  
Total Equity (In Million Rupiah)  
**18,13%**



**Modal Kerja Bersih (Dalam Juta Rupiah)**  
Net Working Capital (In Million Rupiah)  
**(4,55)%**



**Income Statement**

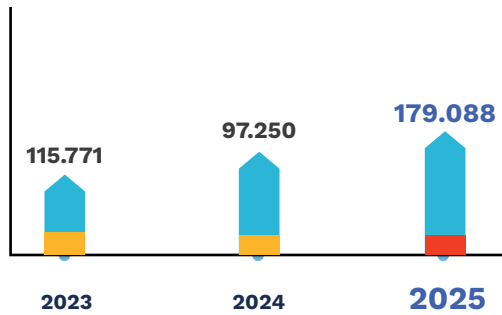
Profit/(Loss) Statement

Dalam jutaan Rupiah | In million of Rupiah

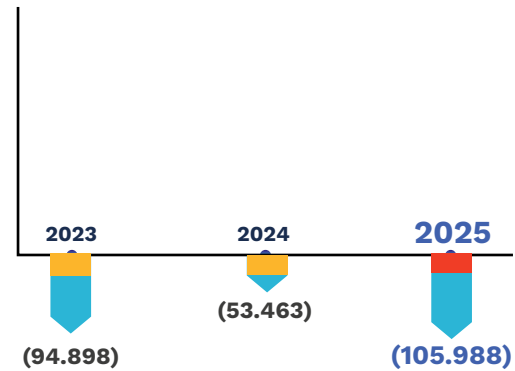
| Uraian                                  | 2025      | 2024      | 2023      | YoY       | Description                       |
|-----------------------------------------|-----------|-----------|-----------|-----------|-----------------------------------|
| Pendapatan Usaha                        | 179.088   | 97.250    | 115.771   | 84,15%    | Operating Revenue                 |
| Beban Langsung                          | (105.988) | (53.463)  | (94.898)  | 98,25%    | Direct Expenses                   |
| Laba/(Rugi) Kotor                       | 74.000    | 43.787    | 20.873    | 69,00%    | Gross Profit/(Loss)               |
| Beban Usaha                             | (105.853) | (102.919) | (105.604) | 2,85%     | Operating Expenses                |
| Laba/(Rugi) Usaha                       | (32.753)  | (59.131)  | (84.731)  | (44,61%)  | Operating Profit/(Loss)           |
| Pendapatan (Beban) Lain-lain            | 3.144     | 4.540     | (21.643)  | (30,75%)  | Other Income/(Expenses)           |
| Laba/(Rugi) Sebelum Pajak Penghasilan   | 122.979   | 69.002    | (106.374) | 78,23%    | Profit/(Loss) Before Income Tax   |
| Manfaat Pajak Penghasilan               | (2.467)   | 5.232     | 18.686    | (147,15%) | Income Tax Benefit                |
| Laba/(Rugi) Tahun Berjalan              | 120.512   | 74.234    | (87.669)  | 62,34%    | Profit/(Loss) for the Year        |
| Penghasilan Komprehensif Lain - Neto    | (716)     | 90        | 995       | (895,56%) | Other Comprehensive Income - Net  |
| Laba (Rugi) Komprehensif Tahun Berjalan | 119.796   | 74.235    | (86.744)  | 61,37%    | Comprehensive Income for the Year |

**Pendapatan Usaha (Dalam Juta Rupiah)**

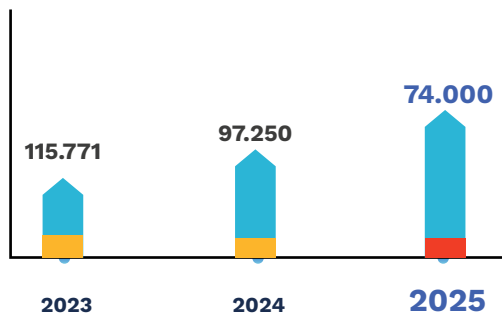
Operating Revenue (In Million Rupiah)

**84,15%****Beban Langsung (Dalam Juta Rupiah)**

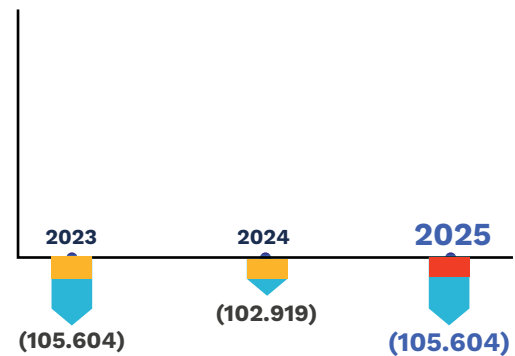
Direct Expenses (In Million Rupiah)

**98,25%****Laba/(Rugi) Kotor (Dalam Juta Rupiah)**

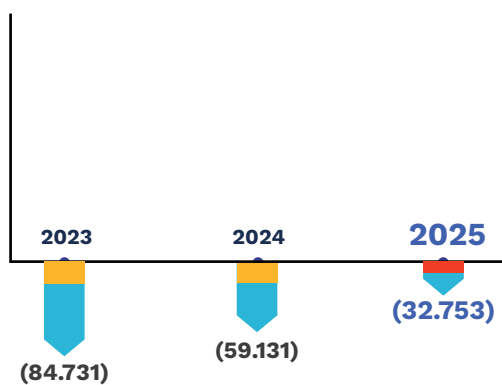
Gross Profit/(Loss) (In Million Rupiah)

**69,00%****Beban Usaha (Dalam Juta Rupiah)**

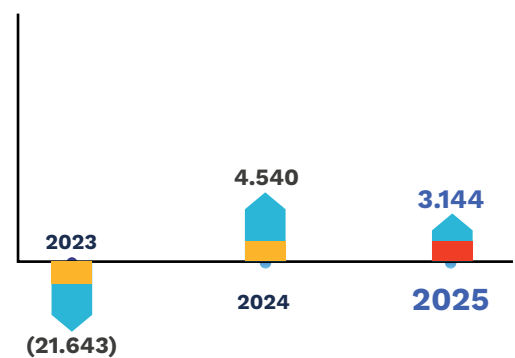
Operating Expenses (In Million Rupiah)

**2,85%****Laba/(Rugi) Usaha (Dalam Juta Rupiah)**

Operating Profit/(Loss) (In Million Rupiah)

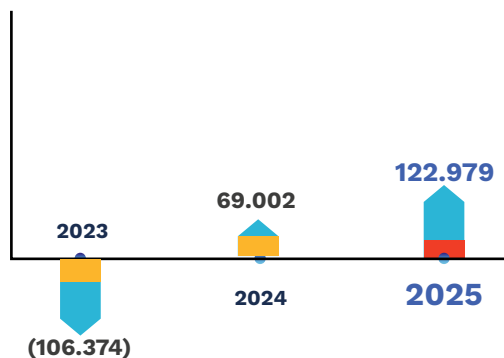
**(44,61)%****Pendapatan (Beban) Lain-lain (Dalam Juta Rupiah)**

Profit/(Loss) Before Income Tax (In Million Rupiah)

**(30,75)%**

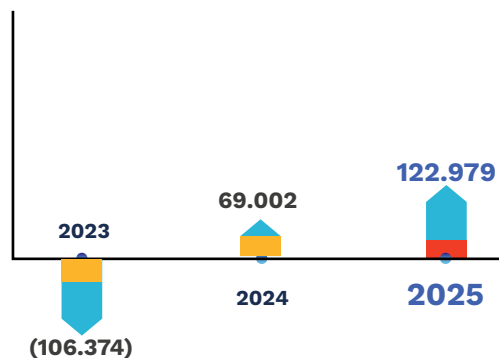
**Laba/(Rugi) Sebelum Pajak Penghasilan (Dalam Juta Rupiah)**  
Profit/(Loss) Before Income Tax (In Million Rupiah)

**78,23%**



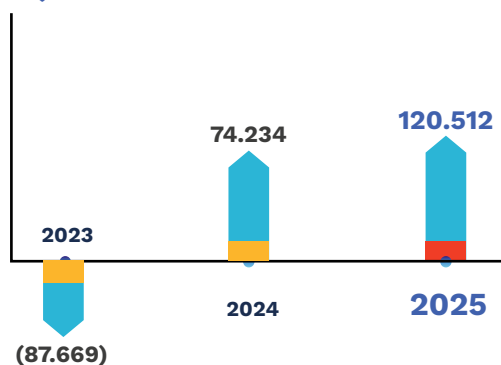
**Manfaat Pajak Penghasilan (Dalam Juta Rupiah)**  
Income Tax Benefit (Expenses) (In Million Rupiah)

**(147,15)%**



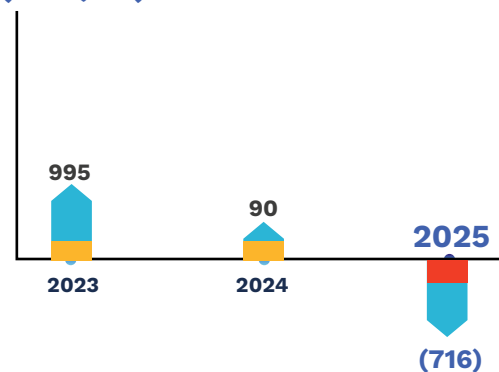
**Laba/(Rugi) Tahun Berjalan (Dalam Juta Rupiah)**  
Profit/(Loss) for the Year (In Million Rupiah)

**62,34%**



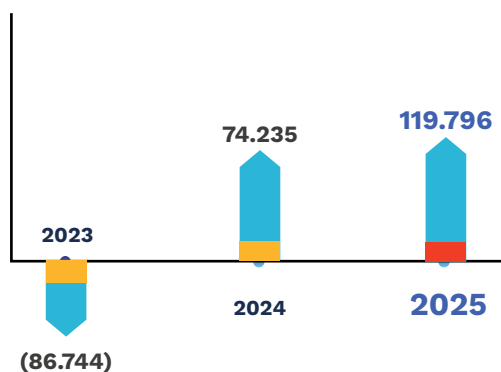
**Penghasilan Komprehensif Lain – Neto (Dalam Juta Rupiah)**  
Other Comprehensive Income – Net (In Million Rupiah)

**(895,56)%**



**Laba (Rugi) Komprehensif Tahun Berjalan (Dalam Juta Rupiah)**  
Comprehensive Income for the Year (In Million Rupiah)

**61,37%**





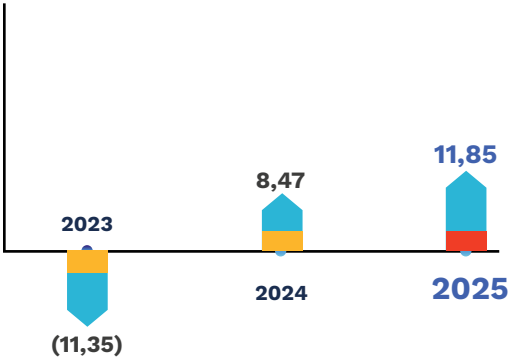
Rasio-Rasio Keuangan

Financial Ratios

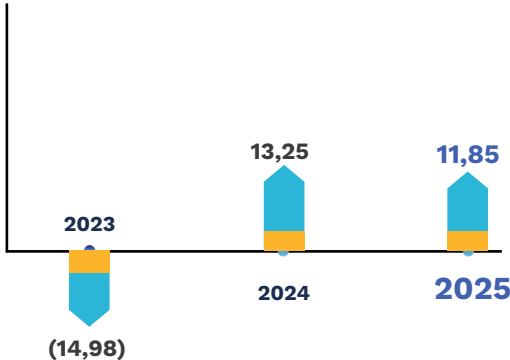
Dalam persentase (%) | in percentage (%)

| Uraian                                    | 2025   | 2024   | 2023    | YoY      | Description                          |
|-------------------------------------------|--------|--------|---------|----------|--------------------------------------|
| Tingkat Pengembalian Atas Aset (ROA)      | 11,85  | 8,47   | (11,35) | 39,91%   | Return on Assets (ROA)               |
| Tingkat Pengembalian Atas Ekuitas (ROE)   | 18,44  | 13,25  | (14,98) | 39,17%   | Return on Equity (ROE)               |
| Tingkat Pengembalian Atas Investasi (ROI) | (0,41) | (4,35) | (13,35) | (90,57%) | Return on Investment (ROI)           |
| Rasio Kas                                 | 25,06  | 70,70  | 123,58  | (64,55%) | Cash Ratio                           |
| Rasio Lancar                              | 48,94  | 83,37  | 144,73  | (41,30%) | Current Ratio                        |
| Periode Penagihan Piutang (hari)          | 6,36   | 12,54  | 29,25   | (49,28%) | Receivables Collection Period (days) |
| Perputaran Persediaan (hari)              | 4,38   | 9,40   | 3,24    | (53,40%) | Inventory Turnover (days)            |
| Perputaran Total Aset                     | 17,98  | 11,69  | 16,11   | 53,81%   | Total Asset Turnover                 |
| Modal Sendiri Terhadap Aktiva             | 64,99  | 66,95  | 87,19   | (2,93%)  | Equity to Assets Ratio               |

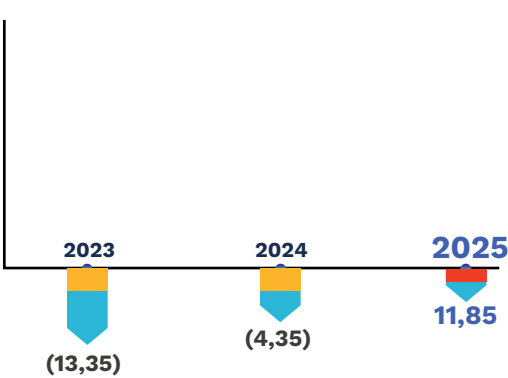
Tingkat Pengembalian Atas Aset (ROA)  
(Dalam Juta Rupiah)  
Return on Assets (ROA) (In Million Rupiah)  
**39,91%**



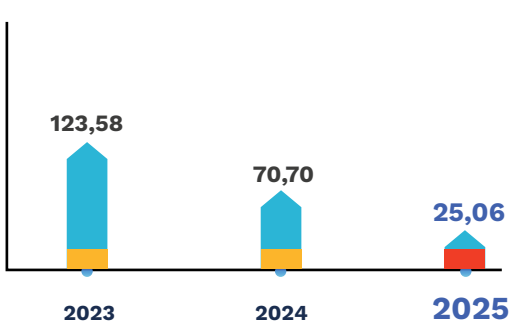
Tingkat Pengembalian Atas Ekuitas (ROE)  
(Dalam Juta Rupiah)  
Return on Equity (ROE) (In Million Rupiah)  
**39,17%**



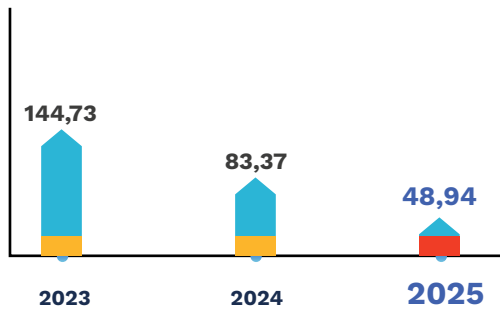
Tingkat Pengembalian Atas Investasi (ROI)  
(Dalam Juta Rupiah)  
Return On Investment (ROI) (In Million Rupiah)  
**(90,57)%**



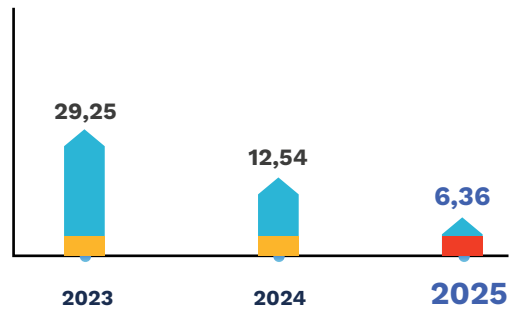
Rasio Kas (Dalam Juta Rupiah)  
Cash Ratio (In Million Rupiah)  
**(64,55)%**



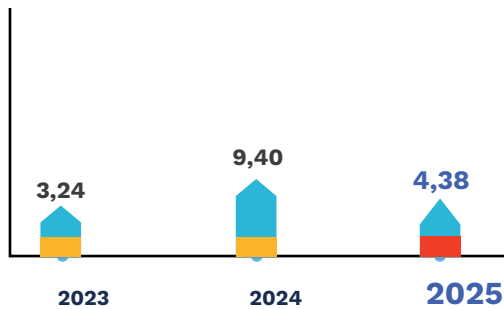
**Rasio Lancar (Dalam Juta Rupiah)**  
Current Ratio (In Million Rupiah)  
**(41,30)%**



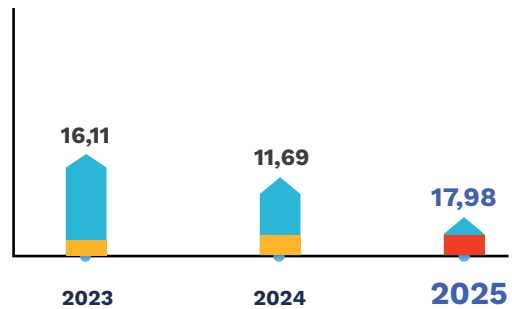
**Periode Penagihan Piutang (hari)**  
(Dalam Juta Rupiah)  
Return on Equity (ROE) (In Million Rupiah)  
**(49,28)%**



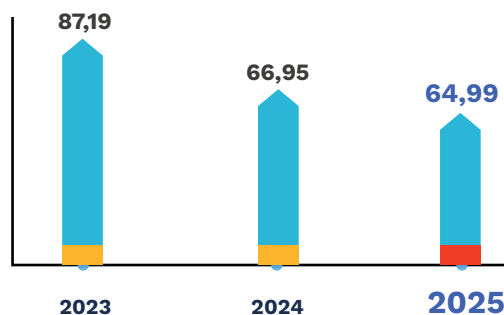
**Perputaran Persediaan (hari)**  
(Dalam Juta Rupiah)  
Inventory Turnover (days) (In Million Rupiah)  
**(53,40)%**



**Perputaran Total Aset (Dalam Juta Rupiah)**  
Total Asset Turnover (In Million Rupiah)  
**53,81%**



**Modal Sendiri Terhadap Aktiva (Dalam Juta Rupiah)**  
Equity to Assets Ratio (In Million Rupiah)  
**(2,93)%**



# Ikhtisar Kinerja Operasional

## Operational Overview

### Ikhtisar Kinerja Operasional

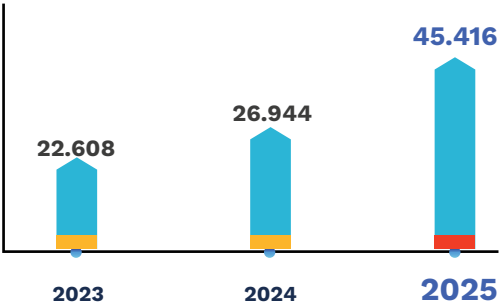
Operational Performance Overview

Dalam jutaan Rupiah | In million of Rupiah

| Uraian                                                      | 2025    | 2024    | 2023    | YoY      | Description               |
|-------------------------------------------------------------|---------|---------|---------|----------|---------------------------|
| Kinerja Operasional   Operational Performance               |         |         |         |          |                           |
| Pendapatan Kamar                                            | 45.416  | 36.944  | 22.608  | 22,93%   | Room Revenue              |
| Pendapatan Makanan dan Minuman                              | 41.517  | 32.511  | 18.791  | 27,70%   | Food and Beverage Revenue |
| Pendapatan Sewa                                             | 9.239   | 6.657   | 4.649   | 38,79%   | Rental Revenue            |
| Pendapatan Member                                           | 108     | 282     | 212     | (61,52%) | Membership Revenue        |
| Pendapatan Usaha Lainnya                                    | 82.807  | 20.856  | 69.510  | 297,03%  | Other Operating Revenue   |
| Jumlah Pendapatan                                           | 179.088 | 97.250  | 115.770 | 84,15%   | Total Revenue             |
| Tingkat Hunian Hotel (Kamar)   Hotel Occupancy Rate (Rooms) |         |         |         |          |                           |
| Jumlah Kamar Tersedia                                       | 249.698 | 222.630 | 118.340 | 12,16%   | Number of Available Rooms |
| Jumlah Kamar Terjual                                        | 118.017 | 101.560 | 75.153  | 16,20%   | Number of Rooms Sold      |
| % Hunian                                                    | 47      | 46      | 39,90   | 2,17%    | Occupancy Rate (%)        |

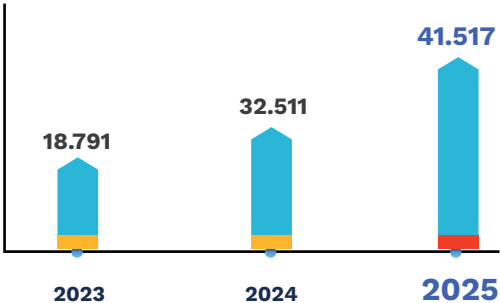
Pendapatan Kamar (Dalam Juta Rupiah)  
Room Revenue (In Million Rupiah)

22,93%



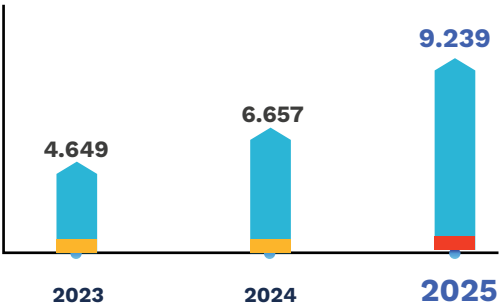
Pendapatan Makanan dan Minuman (Dalam Juta Rupiah)  
Food and Beverage Revenue (In Million Rupiah)

37,70%



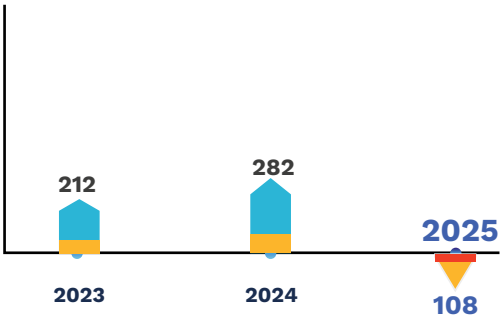
Pendapatan Sewa (Dalam Juta Rupiah)  
Rental Revenue (In Million Rupiah)

38,79%



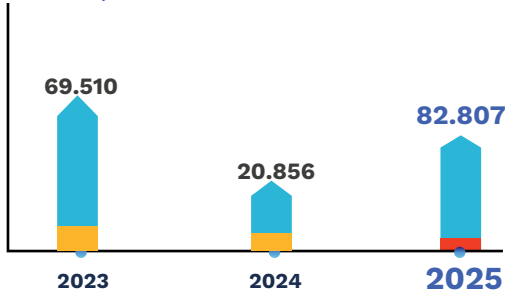
Pendapatan Member (Dalam Juta Rupiah)  
Membership Revenue (In Million Rupiah)

(61,52)%



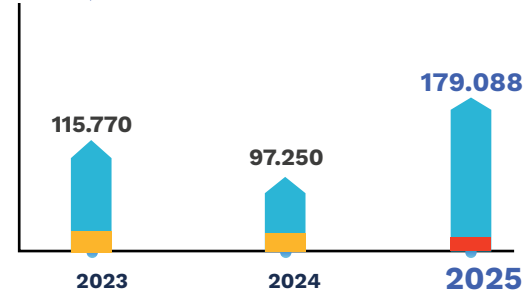
**Pendapatan Usaha Lainnya (Dalam Juta Rupiah)**  
Other Operating Revenue (In Million Rupiah)

**297,03%**



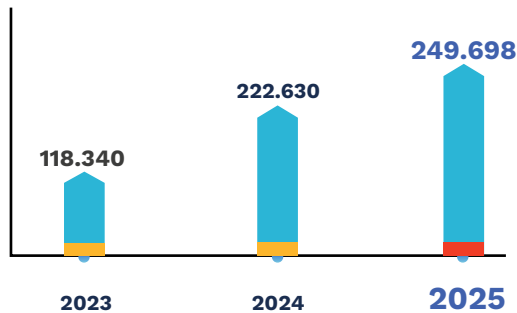
**Jumlah Pendapatan (Dalam Juta Rupiah)**  
Total Revenue (In Million Rupiah)

**84,15%**



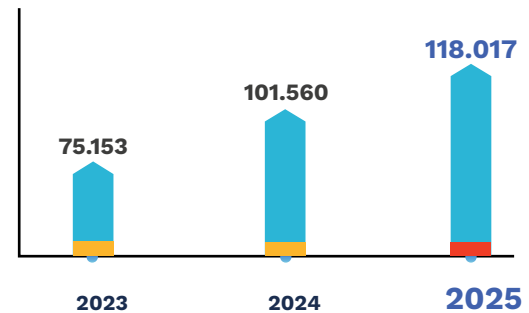
**Jumlah Kamar Tersedia (Dalam Juta Rupiah)**  
Number of Available Rooms (In Million Rupiah)

**12,16%**



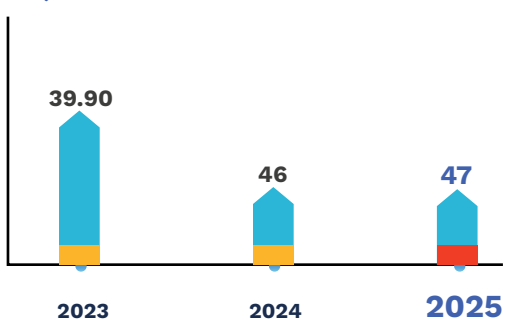
**Jumlah Kamar Terjual (Dalam Juta Rupiah)**  
Number of Rooms Sold (In Million Rupiah)

**16,20%**



**% Hunian (Dalam Juta Rupiah)**  
Number of Available Rooms (In Million Rupiah)

**2,17%**





# Ikhtisar Kinerja Lainnya

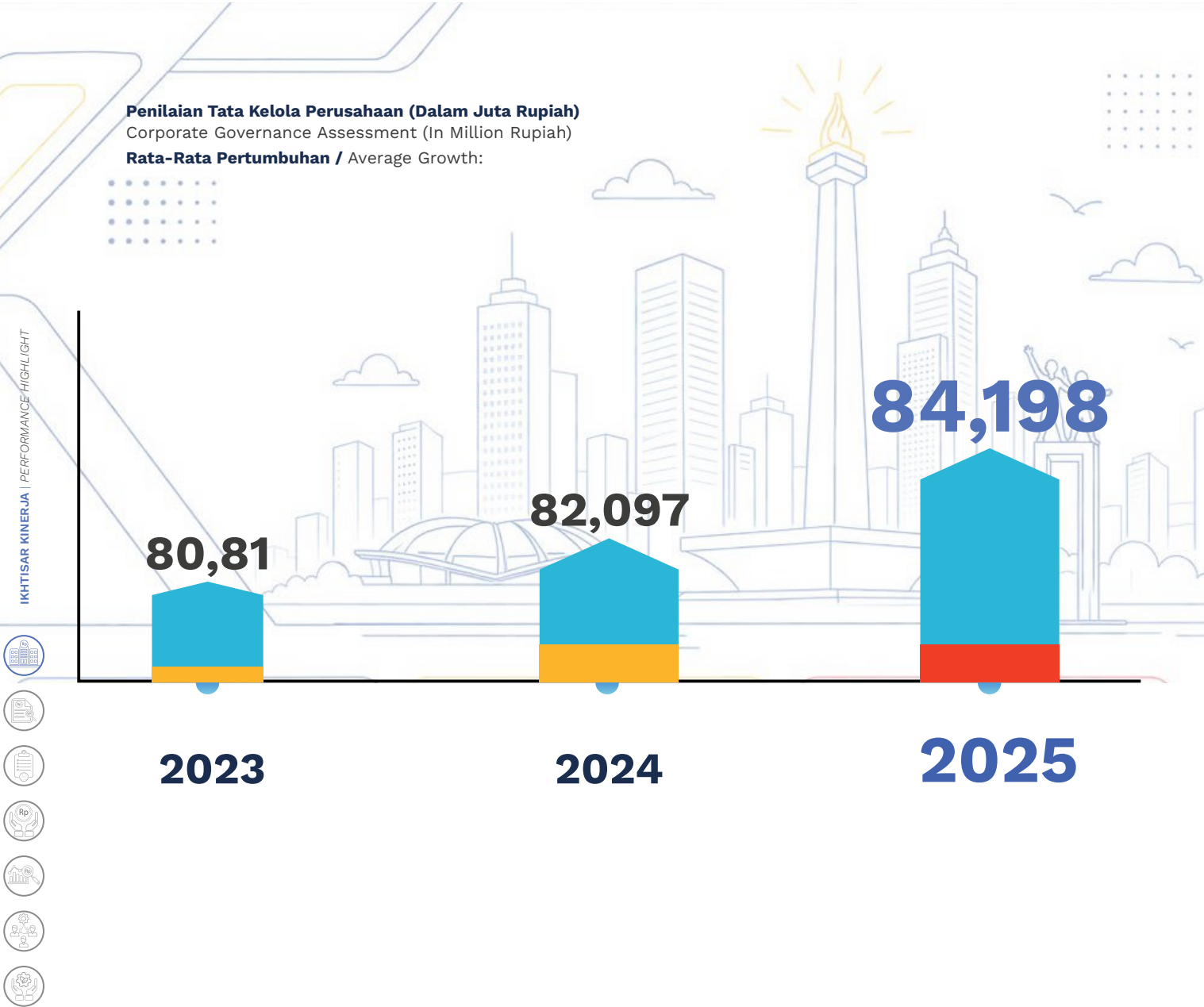
## Other Performance Overview

### Ikhtisar Kinerja Lainnya

Other Performance Overview

| Uraian                                                               | 2025              | 2024              | 2023                                | Description         |
|----------------------------------------------------------------------|-------------------|-------------------|-------------------------------------|---------------------|
| Penilaian Tata Kelola Perusahaan   Corporate Governance Assessment   |                   |                   |                                     |                     |
| Capaian Nilai                                                        | 84,198%           | 82,097%           | 80,81%                              | Achievement Score   |
| Kriteria Penilaian                                                   | Baik   Good       | Baik   Good       | Baik   Good                         | Assessment Criteria |
| Penilaian Tingkat Kesehatan Perusahaan   Healthy Assessment Criteria |                   |                   |                                     |                     |
| Capaian Nilai                                                        | 76,50             | 74,50             | 60,00                               | Achievement Score   |
| Kriteria Penilaian                                                   | Sehat   Healthy A | Sehat   Healthy A | Kurang Sehat BBB   Less Healthy BBB | Assessment Criteria |
| Auditor   Auditor                                                    |                   |                   |                                     |                     |
| Kriteria Penilaian                                                   | WTP               | WTP               | WTM                                 | Assessment Criteria |

Penilaian Tata Kelola Perusahaan (Dalam Juta Rupiah)  
Corporate Governance Assessment (In Million Rupiah)  
Rata-Rata Pertumbuhan / Average Growth:



# Ikhtisar Kinerja Saham

## Share Performance Overview

PT Jakarta Tourisindo (Perseroda), selanjutnya disebut JXB, didirikan pada 6 September 2004 sebagai Badan Usaha Milik Daerah (BUMD). Pembentukan JXB didasarkan pada Akta Notaris Yualita Widyadhari, SH., MKn. Nomor 20 tanggal 6 September 2004, dengan komposisi kepemilikan saham sebesar 99% dimiliki oleh Pemerintah Provinsi DKI Jakarta. Kepemilikan saham Pemerintah Provinsi DKI Jakarta tersebut berasal dari pengalihan (inbreng) seluruh aset dan kewajiban PD Wisata Niaga Jaya dan Yayasan Wisma Jaya Raya, serta tambahan Penyertaan Modal Daerah (PMD) Provinsi DKI Jakarta.

PT Jakarta Tourisindo (Perseroda), hereinafter referred to as JXB, was established on September 6, 2004 as a Regional Owned Enterprise (BUMD). The establishment of JXB was based on Notary Deed Yualita Widyadhari, SH., MKn. Number 20 dated September 6, 2004, with a share ownership composition of 99% owned by The Jakarta Provincial Government's. The Jakarta Provincial Government's share ownership originated from the transfer (inbreng) of all assets and liabilities of PD Wisata Niaga Jaya and the Wisma Jaya Raya Foundation, as well as additional Regional Capital Contribution (PMD) from the Province of Jakarta.

| Pemegang Saham<br>Shareholders                                          | Lembar Saham<br>Number of Shares | Persentase<br>Percentage |
|-------------------------------------------------------------------------|----------------------------------|--------------------------|
| Pemerintah Provinsi DKI Jakarta<br>Provincial Government of DKI Jakarta | 710.545                          | 99,58%                   |
| Perumda Pasar Jaya                                                      | 3.000                            | 0,42%                    |

## Informasi Perdagangan Saham

PT Jakarta Tourisindo (JXB) belum melakukan penawaran saham kepada publik maupun mencatatkan sahamnya untuk diperdagangkan di Bursa Efek Indonesia hingga akhir tahun 2025. Sehubungan dengan hal tersebut, Laporan Tahunan ini tidak memuat informasi mengenai jumlah saham beredar, nilai kapitalisasi pasar, pergerakan harga saham tertinggi dan terendah, penghentian sementara perdagangan saham, serta volume transaksi saham.

## Share Trading Information

PT Jakarta Tourisindo (JXB) has not offered its shares to the public or listed its shares for trading on the Indonesia Stock Exchange until the end of 2025. Accordingly, this Annual Report does not contain information on the number of shares outstanding, market capitalization, highest and lowest share prices, temporary suspension of share trading, and share transaction volume.

## Aksi Korporasi

Perusahaan sepanjang tahun 2025 tidak melaksanakan aksi korporasi, baik berupa Penawaran Umum Perdana (IPO), pemecahan saham (*stock split*), pembagian saham bonus, maupun bentuk aksi korporasi lainnya yang diperkenankan dalam kegiatan pasar modal.

## Corporate Actions

Throughout 2025, the company will not carry out any corporate actions, whether in the form of an Initial Public Offering (IPO), stock split, bonus share distribution, or other forms of corporate actions permitted in capital market activities.

# Ikhtisar Kinerja Obligasi, Sukuk, dan Obligasi Konversi

## Overview Of Performance Of Bonds, Sukuk, Or Convertible Bonds

JXB hingga akhir tahun 2025 belum melakukan penerbitan maupun pencatatan obligasi, sukuk, obligasi konversi, ataupun instrumen efek lainnya. Oleh karena itu, tidak tersedia informasi mengenai jumlah obligasi, sukuk, atau obligasi konversi yang masih beredar, besaran tingkat bunga atau imbal hasil, tanggal jatuh tempo, serta peringkat obligasi atau sukuk.

JXB has not issued or recorded any bonds, sukuk, convertible bonds, or other securities instruments until the end of 2025. Therefore, there is no information available regarding the number of bonds, sukuk, or convertible bonds still in circulation, the interest rate or yield, the maturity date, or the bond or sukuk rating.

# Penghargaan dan Sertifikasi

## Awards and Certifications

### Penghargaan

Awards

| Penghargaan<br>Awards                                                                                                                                                                                                                                                 | Penyelenggara<br>Organizer                                                |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------|
| 2025                                                                                                                                                                                                                                                                  |                                                                           |
| Gold Winner The Most Promising Company in Strategic Marketing                                                                                                                                                                                                         | BUMD Entrepreneurial Marketing Award 2025                                 |
| Silver Winner The Most Promising Company in Marketing 3.0                                                                                                                                                                                                             | BUMD Entrepreneurial Marketing Award 2025                                 |
| Silver Winner dalam The Most Promising Company in Tactical Marketing                                                                                                                                                                                                  | BUMD Entrepreneurial Marketing Award 2025                                 |
| Indonesia Public Relations Top Leader 2025 for Strengthening Public Engagement in Urban Tourism through Integrated Communications Strategy dalam kategori Tourism and Hospitality                                                                                     | Indonesia Public Relations Top Leader 2025                                |
| Top BUMD 2025 with Sustained Tourism Business Expansion and Inclusive Urban Development Strategy dalam kategori Tourism Service Industry                                                                                                                              | Indonesia Best BUMD Award 2025                                            |
| Penerima Piagam Penghargaan Penyerahan Arsip Statis<br>Recipients of the Certificate of Recognition for the Transfer of Static Archives                                                                                                                               | Semarak Gerakan Sadar Tertib Arsip (GSTA) Provinsi DKI Jakarta Tahun 2025 |
| The Most Innovative Company in Integrated Tourism and Hospitality Service                                                                                                                                                                                             | Trusted Achievement Award 2025                                            |
| Terbaik 2 Kategori Media Audiovisual BUMD<br>Top 2 in the BUMD Audiovisual Media Category                                                                                                                                                                             | Anugerah Humas Jakarta (AHJ) 2025                                         |
| 2024                                                                                                                                                                                                                                                                  |                                                                           |
| TOP CEO BUMD                                                                                                                                                                                                                                                          | TOP BUMD Awards 2024                                                      |
| Juara 1 Anugerah Humas Jakarta 2024<br>1st Place Winner of Anugerah Humas Jakarta 2024                                                                                                                                                                                | Anugerah Humas Jakarta 2024                                               |
| BUMD EMPAT BINTANG, Kategori Aneka Usaha<br>EMPAT BINTANG Regional State-Owned Enterprise, Miscellaneous Business Category                                                                                                                                            | TOP BUMD Award 2024                                                       |
| The Most Promising Company in Strategic Marketing - Kategori Perusahaan BUMN/Anak Perusahaan BUMN/BUMD                                                                                                                                                                | BUMD Entrepreneurial Marketing Award 2024                                 |
| The Most Promising Company in Marketing 5.0 - Kategori Perusahaan BUMN/Anak Perusahaan BUMN/BUMD                                                                                                                                                                      | BUMD Entrepreneurial Marketing Award 2024                                 |
| 2023                                                                                                                                                                                                                                                                  |                                                                           |
| Indonesia Best BUMD Award 2023 in Developing a Sustainable Tourism Business Ecosystem, pada kategori Tourism Service Industry.<br>Indonesia's Best BUMD Award 2023 for Developing a Sustainable Tourism Business Ecosystem, in the Tourism Service Industry category. | BUMD Award 2023 oleh Warta Ekonomi                                        |
| Best PR in Company Strategy on Enhancing Regional Capabilities through Dynamic Business Harmonization in Tourism Category                                                                                                                                             | Indonesia Public Relation Awards 2023 oleh Warta Ekonomi.                 |
| TOP CEO BUMD                                                                                                                                                                                                                                                          | TOP BUMD Awards 2023                                                      |
| BUMD EMPAT BINTANG, Kategori Aneka Usaha<br>EMPAT BINTANG Regional State-Owned Enterprise, Miscellaneous Business Category                                                                                                                                            | TOP BUMD Awards 2023                                                      |
| The Most Promising Company In Strategic Marketing                                                                                                                                                                                                                     | BUMD Entrepreneurial Marketing Award (BEMA) 2023                          |
| The Most Promising Company In Tactical Marketing                                                                                                                                                                                                                      | BUMD Entrepreneurial Marketing Award (BEMA) 2023                          |
| Chief Marketing Officer (CMO) of The Year BUMN 2023 Kategori BUMD                                                                                                                                                                                                     | BUMD Entrepreneurial Marketing Award (BEMA) 2023                          |
| Juara 3 Anugerah Humas Jakarta 2023<br>Third Place, 2023 Jakarta Public Relations Awards                                                                                                                                                                              | Kategori Media Sosial BUMD                                                |
| TOP Digital Award 2023.                                                                                                                                                                                                                                               |                                                                           |
| TOP Leader in Digital Implementation 2023                                                                                                                                                                                                                             |                                                                           |



| Penghargaan<br>Awards                                                                                                                                                                                                                                | Penyelenggara<br>Organizer                                                                                            |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------|
| <b>2022</b>                                                                                                                                                                                                                                          |                                                                                                                       |
| TOP CEO BUMD                                                                                                                                                                                                                                         | TOP BUMD Awards 2022                                                                                                  |
| BUMD EMPAT BINTANG, Kategori Aneka Usaha<br>FOUR STAR BUMD, Miscellaneous Business Category                                                                                                                                                          | TOP BUMD Awards 2022                                                                                                  |
| Best of The Best BUMD, Kategori Perusahaan BUMN/Anak<br>Perusahaan BUMN/BUMD<br>Best of The Best BUMD, Category SOE Company/Subsidiary<br>SOE/BUMD Company                                                                                           | BUMD Entrepreneurial Marketing Award 2022                                                                             |
| The Most Promising Company in Strategic Marketing -<br>Kategori Perusahaan BUMN/Anak Perusahaan BUMN/BUMD<br>The Most Promising Company in Strategic Marketing -<br>Category of State-Owned Companies/Subsidiaries of<br>State-Owned Companies/BUMDs | BUMD Entrepreneurial Marketing Award 2022                                                                             |
| The Most Promising Company in Tactical Marketing -<br>Kategori Perusahaan BUMN/Anak Perusahaan BUMN/BUMD<br>The Most Promising Company in Tactical Marketing -<br>Category of SOE Companies/SOE Subsidiaries/BUMD<br>Companies                       | BUMD Entrepreneurial Marketing Award 2022                                                                             |
| The Most Promising Company in Marketing 3.0 - Kategori<br>Perusahaan BUMN/Anak Perusahaan BUMN/BUMD<br>The Most Promising Company in Marketing 3.0 - Category of<br>State-Owned Companies/State-Owned Subsidiaries/BUMD<br>Companies                 | BUMD Entrepreneurial Marketing Award 2022                                                                             |
| CMO of The Year: BUMD - Kategori Perusahaan BUMN/<br>Anak Perusahaan BUMN/BUMD<br>CMO of the Year: BUMD - Category SOE Company/SOE<br>Subsidiary/SUMD Company                                                                                        | BUMD Entrepreneurial Marketing Award 2022                                                                             |
| Tim Pemasaran Digital Terbaik<br>Best Digital Marketing Team                                                                                                                                                                                         | Indonesia Customer Service Champions 2022 oleh SWA<br>Group<br>Indonesia Customer Service Champions 2022 by SWA Group |
| <b>2021</b>                                                                                                                                                                                                                                          |                                                                                                                       |
| BUMD dengan Peran Aktif dan Peduli Terhadap Pandemi<br>COVID-19<br>BUMD with an Active Role and Care for the COVID-19<br>Pandemic                                                                                                                    | Rekan Indonesia Award 2021                                                                                            |
| Perusahaan Peduli Covid-19<br>Covid-19 Awareness Company                                                                                                                                                                                             | Teropong CSR Award 2021                                                                                               |
| Peraih Gold, The Most Promising Company in Entrepreneurial<br>SOE<br>Gold Winner, The Most Promising Company in<br>Entrepreneurial SOE                                                                                                               | BUMD Marketeer Awards 2021                                                                                            |
| Peraih Gold, The Most Promising in Branding Campaign<br>Gold Winner, The Most Promising in Branding Campaign                                                                                                                                         | BUMD Marketeer Awards 2021                                                                                            |
| BUMD Tiga Bintang, Kategori Aneka Usaha<br>BUMD Three Stars, Miscellaneous Business Category                                                                                                                                                         | TOP BUMD Awards 2021                                                                                                  |



Sertifikasi

Certifications

| Sertifikasi<br>Certificate   | Lembaga Pemberi Sertifikasi<br>Issuing Institution                         | Masa Berlaku<br>Validity Period       |
|------------------------------|----------------------------------------------------------------------------|---------------------------------------|
| ISO 37001 : 2016             | Komite Akreditasi Nasional (KAN)<br>National Accreditation Committee (KAN) | 16 Desember 2027<br>December 16, 2027 |
| Sertifikat Halal MUI JXTaste | Majlis Ulama Indonesia (MUI)<br>Indonesian Ulema Council (MUI)             | Seumur hidup<br>Lifetime validity     |

Peristiwa Penting

Significant Events

| Tanggal<br>Date   | Kegiatan<br>Activity                                                                                                                                                                   |                                                                                      |
|-------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------|
| Mei<br>May        | Mengadakan Rapat Umum Pemegang Saham Tahunan dan Luar Biasa<br>Holding the Annual and Extraordinary General Meetings of Shareholders                                                   |    |
| Mei<br>May        | Berakhirnya masa jabatan Komisaris Bapak Muhammad Ichwan Ridwan<br>The end of the term of office of Mr. Muhammad Ichwan Ridwan, Commissioner                                           |   |
| Juni<br>June      | Menjadi event organizer Jakarta Future Festival 2025<br>Become an event organizer for the Jakarta Future Festival 2025                                                                 |  |
| Juli<br>July      | Menjadi event organizer SEA V League 2025 leg kedua<br>Serving as the event organizer for the second leg of the 2025 SEA V League                                                      |  |
| Agustus<br>August | Bergabungnya 2 Komisaris baru yakni Bapak Yuari Prayanto dan Bapak Peronata Taufik Fatah<br>The appointment of two new commissioners, Mr. Yuari Prayanto and Mr. Peronata Taufik Fatah |  |
| Agustus<br>August | Menjadi event organizer Karnaval HUT RI ke-80 pada 17 Agustus<br>Serving as the event organizer for the 80th Indonesian Independence Day Carnival on August 17                         |  |



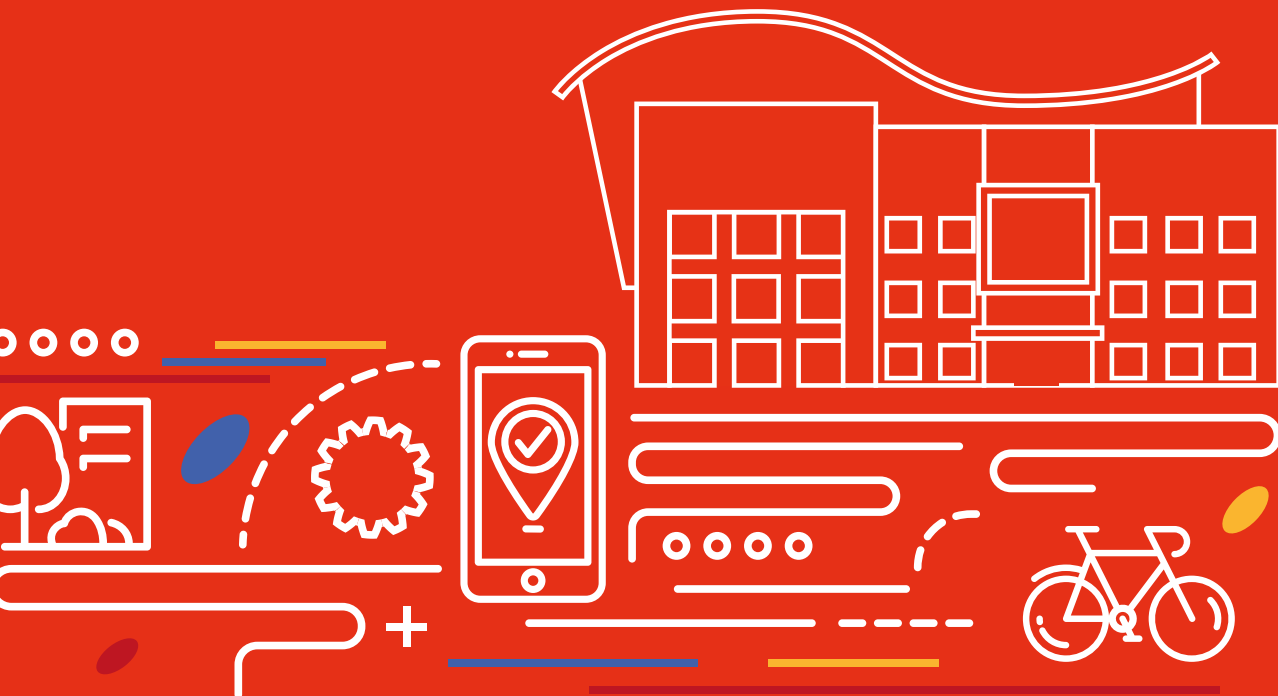


| Tanggal<br>Date                                 | Kegiatan<br>Activity                                                                                                                                                                                                                 |                                                                                       |
|-------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|
| Agustus –<br>September<br>August –<br>September | Menjadi event organizer Abang Nong Jakarta 2025<br>Become an event organizer for Abang Nong Jakarta 2025                                                                                                                             |    |
| September<br>September                          | Terjadi pergantian Komisaris Utama dari Bapak Agus Sudarno kepada Bapak Biem Triani Benjamin<br>There has been a change in the position of President Commissioner, with Mr. Agus Sudarno being succeeded by Mr. Biem Triani Benjamin |    |
| November<br>November                            | Mendapatkan Sertifikasi Halal MUI untuk JXTaste Catering<br>Obtaining MUI Halal Certification for JXTaste Catering                                                                                                                   |    |
| Desember<br>December                            | Mengadakan Soft Launching The Tavia Riverside sebagai brand baru dari Grand Cempaka Resort<br>Hosting the Soft Launch of The Tavia Riverside as a new brand of Grand Cempaka Resort                                                  |   |
| Desember<br>December                            | Mengadakan Rapat Umum Pemegang Saham Luar Biasa<br>Convening an Extraordinary General Meeting of Shareholders                                                                                                                        |  |



# LAPORAN MANAJEMEN

Management Report









**Biem Triani Benjamin**  
Komisaris Utama  
President Commissioner

# Laporan Dewan Komisaris

## Board of Commissioners' Report

Pemegang Saham dan Pemangku Kepentingan yang Terhormat,

Dengan memanjatkan puji dan syukur ke hadirat Tuhan Yang Maha Esa, Dewan Komisaris menyampaikan laporan pelaksanaan fungsi pengawasan dan pemberian nasihat atas pengelolaan PT Jakarta Tourisindo (Persero)/ Jakarta Experience Board ("JXB", "Perseroan" atau "Perusahaan") sepanjang tahun buku 2025. Tahun ini merupakan periode yang sarat dinamika, di mana Perseroan dihadapkan pada tantangan eksternal berupa ketidakpastian ekonomi global, penyesuaian kebijakan domestik, serta intensitas persaingan industri yang semakin meningkat. Di tengah kondisi tersebut, Perseroan tetap menunjukkan ketahanan usaha yang cukup baik serta mampu menjaga kesinambungan operasional melalui berbagai langkah konsolidasi dan penguatan fundamental bisnis.

Dewan Komisaris memandang tahun 2025 sebagai fase penting dalam melanjutkan transformasi Perseroan menuju entitas pariwisata terintegrasi yang lebih adaptif dan berdaya saing. Berbagai inisiatif strategis yang dijalankan Direksi, termasuk optimalisasi aset, penguatan lini bisnis pariwisata dan event, serta peningkatan efisiensi operasional, menjadi bagian dari upaya untuk memperluas peran Perseroan dalam mendukung pengembangan ekosistem pariwisata Jakarta. Dalam menjalankan fungsi pengawasan, Dewan Komisaris secara aktif memberikan arahan dan rekomendasi guna memastikan bahwa setiap kebijakan dan strategi yang diambil selaras dengan prinsip kehati-hatian, tata kelola yang baik, serta tujuan jangka panjang Perseroan.

### Pandangan terhadap Kondisi Ekonomi dan Industri

Dewan Komisaris mencermati bahwa sepanjang tahun 2025 perekonomian global menunjukkan pertumbuhan yang relatif stabil, meskipun masih diwarnai oleh berbagai ketidakpastian, termasuk dinamika geopolitik, fluktuasi harga energi, serta penyesuaian kebijakan moneter di sejumlah negara. Dalam kondisi tersebut, pertumbuhan ekonomi global tercatat sebesar 3,3%, yang mencerminkan adanya ketahanan ekonomi dunia di tengah tekanan yang masih berlangsung. Di tingkat domestik, perekonomian Indonesia tetap menunjukkan kinerja yang solid dengan pertumbuhan Produk Domestik Bruto (PDB) sebesar 5,1% dan tingkat inflasi yang terjaga pada kisaran 2,5%. Stabilitas ini didukung oleh konsumsi domestik yang kuat, meningkatnya mobilitas masyarakat, serta pemulihan sektor pariwisata dan ekonomi kreatif.

Dear Honored Shareholders and Stakeholders,

With gratitude to Almighty God, the Board of Commissioners hereby presents its report on the execution of its supervisory and advisory functions over the management of PT Jakarta Tourisindo (Persero)/ Jakarta Experience Board ("JXB", "the Company" or the Corporation") throughout the 2025 fiscal year. This year was marked by dynamic conditions, as the Company faced external challenges including global economic uncertainties, domestic policy adjustments, and increasing industry competition. Amid these circumstances, the Company demonstrated solid resilience and maintained operational continuity through business consolidation efforts and the strengthening of its core fundamentals.

The Board of Commissioners views 2025 as an important phase in advancing the Company's transformation into a more adaptive and competitive integrated tourism entity. Strategic initiatives undertaken by the Board of Directors, including asset optimization, the strengthening of tourism and event business lines, and improved operational efficiency, have contributed to expanding the Company's role in supporting Jakarta's tourism ecosystem. In carrying out its supervisory function, the Board of Commissioners has actively provided guidance and recommendations to ensure that all policies and strategies are aligned with prudential principles, good governance practices, and the Company's long-term objectives.

### Overview on the Economic and Industry Condition

The Board of Commissioners observes that throughout 2025, the global economy demonstrated relatively stable growth, despite ongoing uncertainties driven by geopolitical dynamics, energy price volatility, and monetary policy adjustments across several countries. In this context, global economic growth was recorded at 3.3%, reflecting resilience amid persistent pressures. At the domestic level, Indonesia's economy continued to perform solidly, with Gross Domestic Product (GDP) growth reaching 5.1% and inflation remaining stable at approximately 2.5%. This stability was supported by strong domestic consumption, increased public mobility, and the recovery of the tourism and creative economy sectors.





Dari sisi industri, Dewan Komisaris memandang bahwa sektor pariwisata dan perhotelan pada tahun 2025 menghadapi tantangan pada awal periode, terutama akibat penyesuaian belanja pemerintah yang berdampak pada penurunan tingkat okupansi. Namun demikian, seiring dengan meningkatnya aktivitas perjalanan dan penyelenggaraan event sepanjang tahun, industri menunjukkan pemulihan yang cukup baik. Tingkat okupansi hotel secara nasional meningkat secara bertahap hingga mencapai puncaknya sebesar 56,12% pada akhir tahun, sementara sektor akomodasi mencatat pertumbuhan sebesar 4,49%. Dewan Komisaris menilai bahwa kondisi ini memberikan peluang bagi Perseroan untuk terus memperkuat posisinya, khususnya melalui pengembangan layanan pariwisata terintegrasi dan optimalisasi aset dalam mendukung pertumbuhan industri yang berkelanjutan.

### Penilaian atas Kinerja Direksi

Dewan Komisaris secara berkelanjutan melakukan penilaian terhadap kinerja Direksi dan Perseroan sepanjang tahun 2025 melalui mekanisme evaluasi triwulanan. Penilaian ini didasarkan pada analisis tren kinerja keuangan, khususnya perkembangan laba (rugi) dari triwulan ke triwulan, serta perbandingan dengan capaian tahun sebelumnya dan target yang telah ditetapkan dalam anggaran. Pendekatan ini memungkinkan Dewan Komisaris untuk memperoleh gambaran yang komprehensif mengenai efektivitas pengelolaan Perseroan serta konsistensi Direksi dalam menjalankan strategi yang telah dirumuskan.

Berdasarkan hasil evaluasi tersebut, Dewan Komisaris menilai bahwa Direksi telah menunjukkan kinerja yang cukup baik dengan adanya tren peningkatan kinerja keuangan secara bertahap sepanjang tahun 2025, baik secara triwulanan maupun dibandingkan dengan periode yang sama pada tahun 2024. Hal ini tercermin dari pertumbuhan pendapatan usaha yang mencapai sekitar Rp179,09 miliar, meningkat signifikan sebesar 84,15% dibandingkan realisasi tahun sebelumnya sebesar Rp97,25 miliar. Peningkatan ini menunjukkan keberhasilan Direksi dalam mendorong pertumbuhan usaha, khususnya melalui penguatan lini bisnis pariwisata dan optimalisasi aset Perseroan.

Namun demikian, Dewan Komisaris juga mencermati bahwa kinerja Perseroan secara keseluruhan masih belum sepenuhnya mencapai target yang telah ditetapkan dalam Rencana Kerja dan Anggaran. Hal ini dipengaruhi oleh berbagai faktor eksternal, seperti penyesuaian belanja pemerintah yang berdampak pada tingkat okupansi hotel, serta dinamika persaingan industri yang semakin ketat. Dalam konteks ini, Dewan Komisaris menilai bahwa Direksi telah menunjukkan

From an industry perspective, the Board of Commissioners notes that the tourism and hospitality sector faced challenges in the early part of 2025, particularly due to adjustments in government spending that affected occupancy levels. However, as travel activity and event demand increased throughout the year, the industry demonstrated a gradual recovery. National hotel occupancy rates improved and reached a peak of 56.12% by year-end, while the accommodation sector recorded growth of 4.49%. The Board of Commissioners believes that these conditions present opportunities for the Company to strengthen its position, particularly through the development of integrated tourism services and asset optimization to support sustainable industry growth.

### Assessment on the Board of Directors' Performance

The Board of Commissioners continuously evaluated the performance of the Board of Directors and the Company throughout 2025 through a quarterly review mechanism. This assessment was based on an analysis of financial performance trends, particularly the development of profit (loss) from quarter to quarter, as well as comparisons with prior-year performance and the targets set in the Company's budget. This approach enabled the Board of Commissioners to gain a comprehensive understanding of management effectiveness and the consistency of the Board of Directors in executing its strategic initiatives.

Based on these evaluations, the Board of Commissioners considers that the Board of Directors has delivered a fairly strong performance, as reflected in the gradual improvement of financial performance throughout 2025, both on a quarterly basis and compared to the same period in 2024. This is evidenced by operating revenue reaching approximately Rp179.09 billion, representing a significant increase of 84.15% compared to Rp97.25 billion in the previous year. This achievement demonstrates the Board of Directors' success in driving business growth, particularly through strengthening the tourism business line and optimizing the Company's assets.

However, the Board of Commissioners also notes that overall performance has not yet fully met the targets set in the Work Plan and Budget. This shortfall was influenced by several external factors, including government spending adjustments that impacted hotel occupancy rates, as well as intensifying industry competition. In this context, the Board of Commissioners acknowledges the Board of Directors' adaptive response to these challenges, while emphasizing the need for

respons yang adaptif dalam menghadapi tantangan, meskipun masih diperlukan upaya lanjutan untuk meningkatkan efektivitas implementasi strategi dan pencapaian target secara lebih optimal.

Secara keseluruhan, Dewan Komisaris berpandangan bahwa Direksi telah menjalankan fungsi pengelolaan perusahaan dengan cukup baik, ditunjukkan melalui kemampuan menjaga pertumbuhan kinerja di tengah tekanan eksternal serta komitmen dalam melanjutkan proses transformasi bisnis. Ke depan, Dewan Komisaris mendorong Direksi untuk terus memperkuat sinergi antar lini usaha, meningkatkan efisiensi operasional, serta mengoptimalkan potensi pendapatan dari berbagai sumber guna memastikan pencapaian kinerja yang lebih optimal dan berkelanjutan.

### **Pengawasan atas Formulasi dan Implementasi Strategi**

Dalam menjalankan fungsi pengawasan terhadap formulasi dan implementasi strategi Perseroan, Dewan Komisaris secara aktif memberikan arahan, nasihat, serta rekomendasi kepada Direksi guna memastikan bahwa setiap kebijakan strategis yang diambil selaras dengan kondisi keuangan, potensi bisnis, serta prinsip kehati-hatian. Dewan Komisaris menekankan pentingnya disiplin dalam pengelolaan biaya operasional melalui penetapan skala prioritas yang tepat, serta mendorong peningkatan efektivitas pengelolaan kas, termasuk melalui percepatan penagihan piutang. Selain itu, Dewan Komisaris juga memberikan perhatian pada penguatan kinerja operasional dengan menjaga rasio-rasio keuangan utama seperti EBITDA dan *Gross Operating Profit* (GOP) agar tetap berada pada tingkat yang kompetitif sesuai dengan standar industri. Dalam aspek bisnis, Dewan Komisaris mendorong Direksi untuk menurunkan strategi ke dalam target yang terukur, memperkuat kinerja pemasaran, serta meningkatkan daya saing bisnis inti perhotelan melalui peningkatan tingkat hunian, rata-rata tarif kamar, dan kualitas layanan.

Pada tahun 2025, Perseroan juga telah menyelesaikan renovasi pada dua unit usaha, yaitu Grand Cempaka Resort and Convention serta d'Arcici Hotel Plumpang, yang kemudian diikuti dengan proses *rebranding* menjadi The Tavia Riverside Resort and Convention dan The Tavia Rumabatavi. Dewan Komisaris memandang langkah tersebut sebagai bagian dari upaya strategis dalam meningkatkan daya saing aset serta memperkuat *positioning* Perseroan di industri pariwisata dan perhotelan. Selain itu, Perseroan juga melakukan penyesuaian struktur organisasi melalui perampingan dari 17 bidang menjadi 12 bidang. Dewan Komisaris menilai bahwa kebijakan ini perlu dilakukan dengan mempertimbangkan kondisi keuangan Perseroan saat ini, serta meyakini bahwa perubahan tersebut tidak

further efforts to enhance the effectiveness of strategy implementation and achieve targets more optimally.

Overall, the Board of Commissioners views that the Board of Directors has carried out its management functions adequately, as demonstrated by its ability to maintain performance growth amid external pressures and its commitment to continuing the Company's business transformation. Going forward, the Board of Commissioners encourages the Board of Directors to further strengthen synergy across business lines, enhance operational efficiency, and optimize revenue potential from various sources to ensure more optimal and sustainable performance.

### **Supervision on the Strategies Formulation and Implementation**

In carrying out its supervisory role over the formulation and implementation of the Company's strategies, the Board of Commissioners actively provides guidance, advice, and recommendations to the Board of Directors to ensure that all strategic policies are aligned with the Company's financial condition, business potential, and prudential principles. The Board emphasizes the importance of disciplined operational cost management through proper prioritization, while also encouraging effective cash management, including the acceleration of receivables collection. Furthermore, the Board highlights the need to strengthen operational performance by maintaining key financial ratios such as EBITDA and Gross Operating Profit (GOP) at competitive levels in line with industry standards. From a business perspective, the Board encourages the Board of Directors to translate strategies into measurable targets, enhance marketing performance, and strengthen the competitiveness of the core hospitality business through improved occupancy rates, average room rates, and service quality.

In 2025, the Company also completed the renovation of two business units, namely Grand Cempaka Resort and Convention and d'Arcici Hotel Plumpang, followed by a rebranding into The Tavia Riverside Resort and Convention and The Tavia Rumabatavi. The Board of Commissioners views these initiatives as part of a strategic effort to enhance asset competitiveness and strengthen the Company's positioning in the tourism and hospitality industry. In addition, the Company implemented an organizational restructuring by streamlining its structure from 17 divisions to 12 divisions. The Board considers this policy necessary in light of the Company's current financial capacity and believes that such changes will not disrupt operational effectiveness, but rather foster a more agile, efficient,



akan mengganggu efektivitas operasional, melainkan justru mendorong organisasi yang lebih lincah, efisien, dan responsif terhadap dinamika bisnis.

Pengawasan atas implementasi strategi dilakukan secara berkelanjutan melalui berbagai mekanisme yang terstruktur, antara lain melalui rapat rutin bulanan antara Dewan Komisaris dan Direksi, penyampaian rekomendasi secara tertulis, serta rapat koordinasi dengan fungsi audit internal dan unit bisnis terkait. Dewan Komisaris juga secara aktif memantau pelaksanaan program strategis, termasuk percepatan penyelesaian renovasi unit usaha, optimalisasi pemanfaatan aset yang belum produktif, serta pengembangan lini bisnis baru seperti *catering* dan pariwisata melalui kerja sama dengan instansi terkait. Melalui pendekatan tersebut, Dewan Komisaris memastikan bahwa strategi yang dirumuskan tidak hanya tepat secara konseptual, tetapi juga dapat diimplementasikan secara efektif dan memberikan dampak nyata terhadap peningkatan kinerja Perseroan.

### Pandangan atas Prospek Usaha

Dewan Komisaris memandang bahwa prospek usaha Perseroan ke depan tetap berada pada jalur pertumbuhan yang positif, sejalan dengan arah pengembangan sektor pariwisata dan ekonomi kreatif yang terus menunjukkan tren pemulihan. Untuk tahun 2026, Direksi menargetkan peningkatan pendapatan usaha menjadi sekitar Rp236,19 miliar, atau tumbuh signifikan dibandingkan dengan estimasi realisasi tahun 2025. Dewan Komisaris menilai bahwa target tersebut cukup realistis dan dapat dicapai, dengan mempertimbangkan kesiapan operasional dua unit usaha yang telah selesai direvitalisasi dan siap beroperasi secara optimal, yaitu Grand Cempaka Resort (Tavia Riverside) dan d'Arcici Hotel Plumpang.

Selain itu, Dewan Komisaris melihat bahwa momentum pertumbuhan industri pariwisata yang diproyeksikan meningkat, dengan target kunjungan wisatawan mencapai kisaran 15–16 juta, membuka peluang yang luas bagi Perseroan untuk memperluas pangsa pasar dan meningkatkan kontribusi pendapatan. Optimalisasi pemanfaatan ruang publik dan aset daerah sebagai area komersial, serta pengembangan sektor wisata kuliner dan belanja, menjadi faktor pendukung yang dapat mendorong pertumbuhan usaha secara lebih berkelanjutan. Dalam konteks ini, Dewan Komisaris mendorong Direksi untuk terus memperkuat sinergi dengan pemerintah daerah dan pelaku industri guna memaksimalkan peluang yang tersedia.

and responsive organization in addressing business dynamics.

Supervision over strategy implementation is conducted continuously through structured mechanisms, including regular monthly meetings between the Board of Commissioners and the Board of Directors, formal written recommendations, and coordination meetings with internal audit functions and business units as needed. The Board also actively monitors the execution of key strategic programs, including the acceleration of renovation projects, optimization of underutilized assets, and the development of new business lines such as catering and tourism in collaboration with relevant stakeholders. Through this approach, the Board of Commissioners ensures that the strategies formulated are not only sound conceptually but are also effectively implemented and capable of delivering tangible improvements in the Company's performance.

### Overview on Business Prospect

The Board of Commissioners views the Company's business outlook as remaining on a positive growth trajectory, in line with the continued recovery of the tourism and creative economy sectors. For 2026, the Board of Directors has set a target to increase operating revenue to approximately Rp236.19 billion, representing a significant growth compared to the estimated realization in 2025. The Board of Commissioners considers this target to be realistic and achievable, taking into account the operational readiness of two revitalized business units that are now fully prepared to operate optimally, namely Grand Cempaka Resort (Tavia Riverside) and d'Arcici Hotel Plumpang.

Furthermore, the Board of Commissioners observes that the projected growth in the tourism industry, with visitor numbers expected to reach approximately 15–16 million, presents substantial opportunities for the Company to expand its market share and enhance revenue contributions. The optimization of public spaces and regional assets for commercial use, along with the development of culinary and retail tourism, are key supporting factors that can drive sustainable business growth. In this context, the Board encourages the Board of Directors to strengthen collaboration with local governments and industry players to fully capitalize on these opportunities.

Namun demikian, Dewan Komisaris juga mengingatkan pentingnya kewaspadaan terhadap berbagai risiko yang dapat memengaruhi pencapaian target, termasuk dinamika persaingan industri, perubahan regulasi, serta tantangan operasional yang mungkin timbul seiring dengan ekspansi usaha. Oleh karena itu, Direksi diharapkan dapat memastikan kesiapan organisasi, meningkatkan kualitas layanan, serta mengoptimalkan pengelolaan aset dan sumber daya secara efektif. Dengan strategi yang tepat dan implementasi yang disiplin, Dewan Komisaris meyakini bahwa Perseroan memiliki potensi yang kuat untuk mencapai target yang telah ditetapkan serta memperkuat posisinya dalam ekosistem pariwisata Jakarta.

### **Pandangan atas Penerapan Tata Kelola Perusahaan**

Dewan Komisaris menilai bahwa sepanjang tahun 2025, Direksi beserta seluruh jajaran manajemen telah menunjukkan komitmen yang kuat dalam menerapkan prinsip Tata Kelola Perusahaan yang Baik (*Good Corporate Governance/GCG*) dalam setiap aspek operasional Perseroan. Penerapan prinsip transparansi, akuntabilitas, tanggung jawab, independensi, dan kewajaran telah menjadi landasan dalam pengambilan keputusan strategis serta pengelolaan kegiatan usaha. Dalam menjalankan fungsi pengawasannya, Dewan Komisaris secara aktif memberikan arahan, evaluasi, dan rekomendasi terhadap kebijakan yang diambil Direksi, sehingga memastikan bahwa seluruh aktivitas perusahaan berjalan sesuai dengan ketentuan yang berlaku serta prinsip tata kelola yang sehat.

Ke depan, Dewan Komisaris memandang bahwa kualitas penerapan GCG perlu terus ditingkatkan melalui penguatan koordinasi dan komunikasi yang lebih intensif antara Dewan Komisaris dan Direksi, khususnya dalam aspek keterbukaan informasi dan transparansi. Penguatan budaya integritas, peningkatan kepercayaan, serta konsistensi dalam menjalankan amanah perusahaan menjadi faktor penting dalam mendukung keberlanjutan usaha. Selain itu, pelaksanaan tugas komite-komite di bawah Dewan Komisaris telah berjalan sesuai dengan program kerja yang ditetapkan dan pedoman yang berlaku, sehingga mampu mendukung efektivitas fungsi pengawasan secara keseluruhan. Dengan upaya tersebut, Dewan Komisaris meyakini bahwa penerapan tata kelola yang baik akan semakin memperkuat fondasi Perseroan dalam mencapai kinerja yang berkelanjutan dan berintegritas.

Nevertheless, the Board of Commissioners emphasizes the importance of maintaining vigilance over potential risks that may affect target achievement, including intensifying industry competition, regulatory changes, and operational challenges associated with business expansion. Accordingly, the Board expects the Board of Directors to ensure organizational readiness, enhance service quality, and optimize the management of assets and resources effectively. With the right strategies and disciplined execution, the Board of Commissioners is confident that the Company has strong potential to achieve its targets and further strengthen its position within Jakarta's tourism ecosystem.

### **Overview on Corporate Governance Implementation**

The Board of Commissioners considers that throughout 2025, the Board of Directors and management have demonstrated a strong commitment to implementing Good Corporate Governance (GCG) principles across all aspects of the Company's operations. The principles of transparency, accountability, responsibility, independence, and fairness have served as the foundation for strategic decision-making and business management. In carrying out its supervisory role, the Board of Commissioners has actively provided guidance, evaluations, and recommendations on policies adopted by the Board of Directors, ensuring that all Company activities are conducted in compliance with applicable regulations and sound governance practices.

Looking ahead, the Board of Commissioners believes that the quality of GCG implementation should continue to be enhanced through stronger coordination and more intensive communication between the Board of Commissioners and the Board of Directors, particularly in terms of transparency and information disclosure. Strengthening a culture of integrity, building trust, and consistently upholding fiduciary responsibilities are critical factors in supporting business sustainability. Furthermore, the performance of committees under the Board of Commissioners has been carried out in accordance with established work programs and governing guidelines, thereby supporting the overall effectiveness of the supervisory function. Through these efforts, the Board of Commissioners is confident that robust governance practices will further strengthen the Company's foundation for sustainable and accountable performance.



## Apresiasi

Dewan Komisaris menyampaikan apresiasi yang setinggi-tingginya kepada Direksi beserta seluruh jajaran manajemen dan karyawan atas dedikasi, komitmen, serta kerja keras yang telah ditunjukkan sepanjang tahun 2025 dalam menghadapi berbagai tantangan dan menjaga keberlangsungan kinerja Perseroan. Ucapan terima kasih juga disampaikan kepada Pemegang Saham, Pemerintah Provinsi DKI Jakarta, mitra usaha, pelanggan, serta seluruh pemangku kepentingan atas dukungan, kepercayaan, dan sinergi yang terus terjalin dengan baik. Dukungan tersebut menjadi fondasi penting bagi Perseroan dalam memperkuat daya saing, melanjutkan transformasi, serta memperluas kontribusi dalam pengembangan ekosistem pariwisata Jakarta yang berkelanjutan.

## Appreciation

The Board of Commissioners extends its highest appreciation to the Board of Directors, management, and all employees for their dedication, commitment, and hard work throughout 2025 in navigating challenges and sustaining the Company's performance. The Board also expresses its sincere gratitude to Shareholders, the Provincial Government of DKI Jakarta, business partners, customers, and all stakeholders for their continued support, trust, and strong collaboration. This support serves as a vital foundation for the Company to strengthen its competitiveness, continue its transformation, and expand its contribution to the development of a sustainable tourism ecosystem in Jakarta.

Jakarta, April 2026

Atas Nama Dewan Komisaris PT Jakarta Tourisindo (Perseroda)

On behalf of the Board of Commissioners PT Jakarta Tourisindo (Perseroda)

**Biem Triani Benjamin**  
Komisaris Utama  
President Commissioner





**Peronata Taufik Fatah**  
Komisaris  
Commissioner

**Biem Triani Benjamin**  
Komisaris Utama  
President Commissioner

**Yuari Prayanto**  
Komisaris  
Commissioner





**Yunn Bali Mohammad Yusuf**  
Direktur Utama  
President Director



# Laporan Direksi

## Board of Directors' Report

Pemegang Saham dan Pemangku Kepentingan yang Terhormat,

Puji syukur kami panjatkan ke hadirat Tuhan Yang Maha Esa atas rahmat dan karunia-Nya, sehingga PT Jakarta Tourisindo (Perseroda)/Jakarta Experience Board ("JXB", "Perseroan" atau "Perusahaan") dapat melalui tahun buku 2025 dengan capaian yang positif di tengah dinamika perekonomian global dan nasional yang masih diwarnai ketidakpastian. Sepanjang tahun, Perseroan dihadapkan pada berbagai tantangan eksternal, termasuk fluktuasi ekonomi global, kebijakan efisiensi belanja pemerintah, serta perubahan preferensi pasar. Namun demikian, meningkatnya mobilitas masyarakat, pertumbuhan sektor pariwisata dan ekonomi kreatif, serta pemulihan aktivitas event menjadi faktor yang turut mendukung kinerja Perseroan.

Dalam menghadapi kondisi tersebut, Direksi memandang tahun 2025 sebagai periode konsolidasi sekaligus penguatan fondasi bisnis. Berbagai langkah strategis terus dijalankan untuk meningkatkan kinerja operasional, memperkuat portofolio usaha, serta mendorong efisiensi dan profitabilitas secara berkelanjutan. Atas nama Direksi, kami menyampaikan Laporan Tahunan ini sebagai bentuk pertanggungjawaban atas pengelolaan Perseroan, sekaligus sebagai sarana transparansi kepada para pemegang saham dan pemangku kepentingan atas kinerja, strategi, serta arah pengembangan Perseroan ke depan.

### Tinjauan Ekonomi dan Industri Tahun 2025

Pada tahun 2025, perekonomian global menunjukkan pertumbuhan yang relatif stabil di tengah berbagai ketidakpastian yang masih berlangsung. Dana Moneter Internasional (IMF) mencatat pertumbuhan global sebesar 3,3%, mencerminkan ketahanan ekonomi dunia meskipun dihadapkan pada tekanan geopolitik, volatilitas harga energi, serta kebijakan moneter yang cenderung ketat di sejumlah negara maju. Normalisasi aktivitas ekonomi pascapandemi serta perbaikan rantai pasok global turut memberikan kontribusi terhadap stabilitas tersebut, meskipun risiko perlambatan tetap membayangi, khususnya di negara-negara dengan tingkat inflasi yang masih tinggi dan beban utang yang meningkat.

Di tengah dinamika global tersebut, perekonomian Indonesia mampu mempertahankan kinerja yang solid. Pertumbuhan Produk Domestik Bruto (PDB) mencapai 5,11% pada tahun 2025, didukung oleh konsumsi domestik yang kuat, peningkatan investasi,

Dear Honored Shareholders and Stakeholders,

We extend our gratitude to Almighty God for His blessings, which have enabled PT Jakarta Tourisindo (Perseroda)/Jakarta Experience Board ("JXB", "the Company" or "the Corporation") to navigate the 2025 fiscal year with positive achievements amid ongoing global and domestic economic uncertainties. Throughout the year, the Company faced various external challenges, including global economic fluctuations, government spending efficiency measures, and shifting market preferences. Nevertheless, increased public mobility, the recovery of the tourism and creative economy sectors, and the growing demand for events have provided meaningful support to the Company's performance.

In this context, the Board of Directors views 2025 as a period of consolidation and strengthening of business fundamentals. A range of strategic initiatives has been implemented to enhance operational performance, optimize the business portfolio, and drive sustainable efficiency and profitability. On behalf of the Board of Directors, we present this Annual Report as a form of accountability for the management of the Company, as well as a commitment to transparency for shareholders and stakeholders regarding performance, strategy, and the Company's future direction.

### Economic and Industry Overview in 2025

In 2025, the global economy demonstrated relatively stable growth amid ongoing uncertainties. The International Monetary Fund (IMF) reported global growth of 3.3%, reflecting resilience despite pressures from geopolitical tensions, energy price volatility, and tighter monetary policies in several advanced economies. The normalization of post-pandemic economic activities and gradual improvements in global supply chains contributed to this stability, although downside risks remain, particularly in economies facing persistent inflation and rising debt levels.

Against this global backdrop, Indonesia's economy maintained solid performance. Gross Domestic Product (GDP) growth reached 5.11% in 2025, supported by strong domestic consumption, increased investment, and the recovery of the tourism and creative economy



serta pemulihan sektor pariwisata dan ekonomi kreatif. Stabilitas makroekonomi juga tercermin dari tingkat inflasi yang terjaga pada kisaran 2,5%, menunjukkan efektivitas kebijakan pemerintah dan otoritas moneter dalam menjaga daya beli masyarakat. Selain itu, meningkatnya mobilitas masyarakat dan aktivitas ekonomi di berbagai daerah menjadi pendorong utama bagi pertumbuhan sektor jasa, termasuk perhotelan dan penyelenggaraan event.

Pada level industri, sektor perhotelan Indonesia menghadapi tekanan pada awal tahun 2025, terutama akibat penyesuaian belanja pemerintah yang berdampak pada penurunan tingkat okupansi. Namun demikian, seiring berjalannya waktu, industri menunjukkan kemampuan adaptasi yang baik dengan memanfaatkan momentum peningkatan perjalanan domestik, kegiatan MICE, serta event berskala nasional dan internasional. Tingkat okupansi hotel secara nasional berangsur membaik hingga mencapai 56,12% pada Desember 2025, sementara sektor akomodasi mencatat pertumbuhan sebesar 4,49%. Hal ini mencerminkan proses pemulihan yang berkelanjutan serta mengindikasikan bahwa sektor pariwisata dan perhotelan tetap memiliki prospek yang positif ke depan.

### Kebijakan Strategis Tahun 2025

Dalam merespons dinamika usaha sepanjang tahun 2025, Direksi menetapkan kebijakan strategis yang berfokus pada penguatan fondasi bisnis sekaligus mendorong pertumbuhan yang berkelanjutan. Arah kebijakan ini mencerminkan prioritas Perseroan dalam melakukan konsolidasi bisnis, meningkatkan pendapatan, serta mengoptimalkan pemanfaatan aset sebagai sumber nilai tambah. Di tengah tekanan industri, Perseroan juga menitikberatkan pada penguatan profitabilitas melalui pengendalian biaya yang disiplin, peningkatan efisiensi operasional, serta perbaikan proses bisnis di seluruh lini usaha.

Implementasi kebijakan strategis tersebut diwujudkan melalui berbagai inisiatif konkret, antara lain optimalisasi portofolio usaha dan aset dengan meningkatkan tingkat okupansi, melakukan reposisi produk dan layanan, serta menjajaki kerja sama strategis guna memperluas sumber pendapatan. Perseroan juga memperkuat lini bisnis pariwisata melalui peningkatan penyelenggaraan event sepanjang tahun 2025, yang terbukti memberikan kontribusi signifikan terhadap pertumbuhan pendapatan. Di sisi pemasaran, strategi yang lebih adaptif dan berbasis kolaborasi terus dikembangkan melalui sinergi dengan Pemerintah Provinsi DKI Jakarta, komunitas, serta pelaku industri pariwisata dan ekonomi kreatif, guna memperkuat positioning Jakarta sebagai destinasi wisata dan MICE.

sectors. Macroeconomic stability was also reflected in controlled inflation at approximately 2.5%, indicating the effectiveness of government and monetary policies in maintaining purchasing power. Furthermore, increased mobility and economic activities across regions became key drivers for the growth of service sectors, including hospitality and event management.

At the industry level, Indonesia's hospitality sector experienced pressure in early 2025, particularly due to adjustments in government spending that affected occupancy rates. However, the sector demonstrated strong adaptability by capitalizing on the rebound in domestic travel, MICE activities, and national and international events. Hotel occupancy rates gradually improved, reaching 56.12% in December 2025, while the accommodation sector recorded growth of 4.49%. This reflects a sustained recovery trend and indicates that the tourism and hospitality sectors continue to hold a positive outlook moving forward.

### Strategic Policies in 2025

In responding to business dynamics throughout 2025, the Board of Directors established strategic policies focused on strengthening business fundamentals while driving sustainable growth. These policies reflect the Company's priorities in business consolidation, revenue growth, and asset optimization as key sources of value creation. Amid industry pressures, the Company also emphasized strengthening profitability through disciplined cost control, improved operational efficiency, and continuous enhancement of business processes across all segments.

The implementation of these strategic policies was carried out through several key initiatives, including optimizing the business and asset portfolio by increasing occupancy rates, repositioning products and services, and exploring strategic partnerships to expand revenue streams. The Company also strengthened its tourism business line by increasing the number of events held throughout 2025, which significantly contributed to revenue growth. On the marketing side, more adaptive and collaborative strategies were developed through partnerships with the Provincial Government of DKI Jakarta, communities, and tourism and creative industry players, reinforcing Jakarta's positioning as a tourism and MICE destination.



Selain itu, Perseroan melanjutkan program peningkatan kualitas aset melalui penyelesaian renovasi dan rebranding pada sejumlah unit hotel, sebagai upaya meningkatkan daya saing dan kualitas layanan. Transformasi digital juga menjadi fokus penting dalam mendukung penguatan kanal pemasaran, peningkatan efisiensi operasional, serta pemanfaatan data dalam pengambilan keputusan.

Pada tahun 2025, Perseroan berhasil menyelesaikan renovasi pada dua unit usaha, yaitu Grand Cempaka Resort and Convention serta d'Arcici Hotel Plumpang, yang selanjutnya dilakukan rebranding menjadi The Tavia Riverside Resort and Convention dan The Tavia Rumabatavi. Langkah ini merupakan bagian dari strategi peningkatan nilai aset dan kualitas layanan guna memperkuat daya saing Perseroan di industri pariwisata dan perhotelan. Selain itu, Perseroan juga melakukan penyesuaian struktur organisasi melalui perampingan dari 17 bidang menjadi 12 bidang, sebagai upaya untuk meningkatkan efektivitas, efisiensi, serta kelincihan organisasi dalam merespons dinamika bisnis yang semakin kompleks.

Seluruh kebijakan tersebut dijalankan dengan tetap mengedepankan prinsip tata kelola perusahaan yang baik (*Good Corporate Governance*) serta komitmen terhadap aspek keberlanjutan, sehingga Perseroan tidak hanya mampu menghadapi tantangan jangka pendek, tetapi juga membangun fondasi yang kokoh untuk pertumbuhan jangka panjang.

### **Proses yang Dilakukan Direksi dalam Merumuskan Strategi dan Memastikan Implementasinya**

Direksi merumuskan strategi dan kebijakan Perseroan melalui proses perencanaan yang terstruktur, komprehensif, dan berkelanjutan dengan mempertimbangkan dinamika lingkungan usaha serta arah kebijakan pemegang saham. Proses ini diawali dengan kajian internal yang mendalam, analisis risiko, serta evaluasi kinerja periode sebelumnya untuk mengidentifikasi prioritas strategis yang relevan. Seluruh hasil kajian tersebut kemudian diselaraskan dengan Rencana Bisnis dan Rencana Kerja dan Anggaran (RKA) tahunan Perseroan, sehingga setiap kebijakan yang ditetapkan memiliki landasan yang kuat, terukur, dan berorientasi pada penciptaan nilai jangka panjang.

Setiap strategi yang telah dirumuskan selanjutnya diterjemahkan ke dalam sasaran kinerja yang jelas melalui penetapan *Key Performance Indicator* (KPI) pada tingkat korporasi, unit usaha, hingga fungsi kerja. Pendekatan ini memungkinkan arah implementasi

In addition, the Company continued its asset enhancement program through the completion of renovation and rebranding initiatives across selected hotel units to improve competitiveness and service quality. Digital transformation remained a key focus in strengthening marketing channels, enhancing operational efficiency, and leveraging data-driven decision-making.

In 2025, the Company successfully completed the renovation of two business units, namely Grand Cempaka Resort and Convention and d'Arcici Hotel Plumpang, which were subsequently rebranded as The Tavia Riverside Resort and Convention and The Tavia Rumabatavi. This initiative forms part of the Company's strategy to enhance asset value and service quality in order to strengthen its competitiveness in the tourism and hospitality industry. In addition, the Company implemented an organizational restructuring by streamlining its structure from 17 divisions to 12 divisions, as part of efforts to improve effectiveness, efficiency, and organizational agility in responding to increasingly complex business dynamics.

All these policies were implemented in alignment with Good Corporate Governance principles and a strong commitment to sustainability, enabling the Company not only to navigate short-term challenges but also to build a solid foundation for long-term growth.

### **Process taken by the Board of Directors in Formulating Strategies and Ensuring its Implementation**

The Board of Directors formulates the Company's strategies and policies through a structured, comprehensive, and continuous planning process, taking into account business dynamics and the direction set by shareholders. The process begins with in-depth internal assessments, risk analysis, and evaluation of prior-year performance to identify relevant strategic priorities. These insights are then aligned with the Company's Business Plan and Annual Work Plan and Budget (RKA), ensuring that all policies are grounded in a solid, measurable framework and oriented toward long-term value creation.

Each formulated strategy is subsequently translated into clear performance targets through the establishment of Key Performance Indicators (KPIs) at the corporate, business unit, and functional levels. This approach enables consistent monitoring of





strategi dapat dipantau secara konsisten serta memastikan adanya keselarasan antara target perusahaan dengan kinerja individu dan unit organisasi. Dengan demikian, seluruh elemen Perseroan memiliki pemahaman yang sama terhadap prioritas dan target yang ingin dicapai.

Dalam memastikan implementasi strategi berjalan sesuai dengan rencana, Direksi menerapkan mekanisme pengendalian dan evaluasi yang disiplin dan berkesinambungan. Pemantauan kinerja dilakukan secara berkala melalui rapat manajemen, pelaporan bulanan dan triwulanan, serta penggunaan *dashboard* kinerja yang memuat indikator keuangan, operasional, dan nonkeuangan. Sistem ini memungkinkan Direksi untuk melakukan identifikasi dini atas potensi deviasi serta mengambil langkah korektif secara cepat dan tepat.

Selain itu, Direksi juga memperkuat fungsi pengendalian internal, manajemen risiko, dan audit internal sebagai bagian integral dari proses implementasi strategi. Penguatan ini bertujuan untuk memastikan bahwa seluruh kebijakan dan inisiatif strategis dijalankan sesuai dengan prinsip tata kelola perusahaan yang baik (*Good Corporate Governance*), peraturan perundang-undangan yang berlaku, serta standar operasional yang telah ditetapkan.

## Kinerja Perusahaan dan Perbandingan dengan Target Tahun 2025

Sepanjang tahun 2025, JXB mencatatkan kinerja yang menunjukkan perbaikan signifikan dibandingkan tahun sebelumnya, di tengah dinamika industri yang masih menantang. Perseroan membukukan pendapatan usaha sebesar Rp179.088 juta, meningkat 84,15% dibandingkan tahun 2024 sebesar Rp97.250 juta. Pertumbuhan ini mencerminkan keberhasilan strategi konsolidasi bisnis, optimalisasi aset, serta peningkatan kontribusi dari lini usaha pariwisata dan event. Sejalan dengan hal tersebut, Perseroan juga mencatatkan laba tahun berjalan sebesar Rp120.512 juta, tumbuh 62,34% secara tahunan, yang menunjukkan perbaikan kinerja operasional dan efektivitas pengendalian biaya.

Meskipun demikian, apabila dibandingkan dengan target Rencana Kerja dan Anggaran (RKA) 2025, beberapa segmen usaha masih belum mencapai target yang ditetapkan. Pendapatan dari segmen kamar tercatat sebesar Rp45.416 juta atau 71,11% dari target, sementara segmen makanan dan minuman mencapai Rp41.517 juta atau 70,22% dari target, yang dipengaruhi oleh pembatasan aktivitas MICE pada awal tahun serta proses renovasi pada beberapa unit hotel. Di sisi lain, segmen usaha hotel lainnya mencatatkan kinerja yang

strategy implementation while ensuring alignment between corporate objectives and individual as well as organizational performance. As a result, all elements within the Company share a unified understanding of priorities and targets.

To ensure that strategies are implemented as planned, the Board of Directors applies disciplined and continuous control and evaluation mechanisms. Performance monitoring is conducted regularly through management meetings, monthly and quarterly reporting, and the use of performance dashboards covering financial, operational, and non-financial indicators. This system enables early identification of potential deviations and allows timely and effective corrective actions.

In addition, the Board of Directors strengthens internal control functions, risk management, and internal audit as integral components of strategy implementation. These efforts are aimed at ensuring that all strategic initiatives are executed in accordance with Good Corporate Governance principles, applicable regulations, and established operational standards.

## The Company's Performance and Comparison with Target in 2025

Throughout 2025, JXB delivered significantly improved performance compared to the previous year, despite ongoing industry challenges. The Company recorded operating revenue of Rp179,088 million, representing an 84.15% increase from Rp97,250 million in 2024. This growth reflects the success of business consolidation strategies, asset optimization, and increased contributions from tourism and event-related business lines. In line with this, the Company reported net profit of Rp120,512 million, growing by 62.34% year-on-year, demonstrating improved operational performance and effective cost control.

However, when compared to the 2025 Work Plan and Budget (RKA), several business segments fell short of their targets. The room segment generated Rp45,416 million, achieving 71.11% of its target, while the food and beverage segment reached Rp41,517 million or 70.22% of its target, impacted by early-year MICE restrictions and renovation activities in several hotel

melampaui target dengan realisasi sebesar 115,19%, menjadi penopang utama pertumbuhan pendapatan Perseroan.

Dari sisi struktur keuangan, Perseroan menunjukkan penguatan yang tercermin dari peningkatan total aset menjadi Rp1.016.998 juta atau tumbuh 16,07% dibandingkan tahun sebelumnya. Total ekuitas juga meningkat sebesar 18,13% menjadi Rp780.734 juta, mencerminkan posisi permodalan yang semakin solid. Di sisi lain, total liabilitas meningkat sebesar 9,76% menjadi Rp236.264 juta, sejalan dengan kebutuhan pembiayaan untuk mendukung pengembangan usaha dan optimalisasi aset.

Kinerja keuangan Perseroan juga tercermin dalam perbaikan rasio-rasio keuangan utama. Tingkat pengembalian atas aset (ROA) meningkat menjadi 11,85% dari 8,47% pada tahun sebelumnya, sementara tingkat pengembalian atas ekuitas (ROE) naik menjadi 18,44% dari 13,25%, menunjukkan peningkatan efektivitas dalam menghasilkan laba dari aset dan modal yang dimiliki. Perputaran total aset juga meningkat signifikan menjadi 17,98 kali, mencerminkan optimalisasi pemanfaatan aset dalam menghasilkan pendapatan. Selain itu, periode penagihan piutang yang membaik menjadi 6,36 hari menunjukkan peningkatan efisiensi dalam pengelolaan arus kas operasional.

Secara keseluruhan, kinerja Perseroan pada tahun 2025 menunjukkan tren pertumbuhan yang kuat dengan fondasi keuangan yang semakin solid, meskipun masih terdapat ruang perbaikan dalam pencapaian target dan penguatan likuiditas. Direksi memandang capaian ini sebagai langkah penting dalam memperkuat posisi Perseroan menuju pertumbuhan yang lebih berkelanjutan di masa mendatang.

## Tantangan Bisnis

Sepanjang tahun 2025, Perseroan menghadapi berbagai tantangan baik dari sisi eksternal maupun internal yang turut memengaruhi pencapaian kinerja, khususnya dalam memenuhi target yang telah ditetapkan. Dari sisi eksternal, dinamika perekonomian global dan nasional masih diwarnai oleh ketidakpastian geopolitik, yang berdampak pada stabilitas permintaan pasar. Kebijakan efisiensi belanja pemerintah pada awal tahun juga memberikan tekanan terhadap tingkat okupansi hotel serta pendapatan dari segmen kamar dan makanan dan minuman, terutama karena berkurangnya aktivitas perjalanan dinas dan kegiatan MICE. Di samping itu, persaingan di industri pariwisata, perhotelan, dan penyelenggaraan event semakin ketat seiring dengan bertambahnya jumlah pelaku usaha serta agresivitas promosi destinasi di tingkat regional dan nasional.

units. Meanwhile, the other hotel operations segment exceeded expectations, achieving 115.19% of its target and serving as a key driver of revenue growth.

From a financial structure perspective, the Company demonstrated strengthening fundamentals, with total assets increasing by 16.07% to Rp1,016,998 million. Total equity also rose by 18.13% to Rp780,734 million, reflecting a stronger capital base. Meanwhile, total liabilities increased by 9.76% to Rp236,264 million, in line with financing requirements to support business development and asset optimization.

Financial performance was further reflected in improvements across key financial ratios. Return on Assets (ROA) increased to 11.85% from 8.47% in the previous year, while Return on Equity (ROE) rose to 18.44% from 13.25%, indicating enhanced efficiency in generating returns from assets and equity. Total asset turnover improved significantly to 17.98 times, demonstrating more effective asset utilization. Additionally, the receivables collection period improved to 6.36 days, reflecting stronger cash flow management.

Overall, the Company's performance in 2025 reflects strong growth momentum and a solidifying financial foundation, despite remaining gaps in target achievement and liquidity management. The Board of Directors views these results as a crucial step toward strengthening the Company's position for sustainable growth in the future.

## Business Challenges

Throughout 2025, the Company faced a range of external and internal challenges that affected its ability to fully achieve its performance targets. From an external perspective, global and domestic economic conditions remained influenced by geopolitical uncertainties, impacting overall market demand. Government spending efficiency measures implemented early in the year also placed pressure on hotel occupancy rates and revenue from room and food and beverage segments, particularly due to reduced official travel and MICE activities. In addition, competition within the tourism, hospitality, and event industries intensified, driven by the growing number of market players and increasingly aggressive destination promotions at both regional and national levels. Shifting consumer preferences toward digital-based services, sustainable tourism



Perubahan preferensi konsumen yang semakin mengarah pada layanan berbasis digital, pengalaman wisata yang berkelanjutan, serta standar kualitas yang lebih tinggi turut menjadi faktor yang menuntut Perseroan untuk beradaptasi secara cepat.

Dari sisi internal, Perseroan dihadapkan pada tantangan dalam menjaga keseimbangan antara ekspansi bisnis dan pengendalian biaya operasional, di tengah meningkatnya biaya energi, pemeliharaan aset, serta kebutuhan peningkatan kompetensi sumber daya manusia. Selain itu, optimalisasi aset, peningkatan produktivitas unit usaha, serta penguatan sinergi antar lini bisnis masih menjadi agenda strategis yang perlu terus ditingkatkan. Dalam merespons kondisi tersebut, Direksi mengambil langkah mitigasi melalui optimalisasi portofolio usaha dan aset, penguatan strategi pemasaran yang lebih adaptif dan berbasis segmentasi, serta peningkatan kolaborasi dengan pemerintah daerah dan pelaku industri. Perseroan juga mendorong efisiensi operasional secara disiplin, mempercepat transformasi digital, serta memperkuat kontribusi lini bisnis pariwisata dan event sebagai sumber pertumbuhan baru. Langkah-langkah ini diharapkan mampu meningkatkan ketahanan usaha sekaligus memperkuat fondasi bagi pertumbuhan yang berkelanjutan di masa mendatang.

## Penerapan Tata Kelola Perusahaan

Perseroan senantiasa menempatkan penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance/GCG*) sebagai fondasi utama dalam menjaga keberlanjutan usaha serta meningkatkan kepercayaan pemegang saham dan pemangku kepentingan. Sepanjang tahun 2025, Perseroan secara konsisten memperkuat implementasi prinsip transparansi, akuntabilitas, responsibilitas, independensi, dan kewajaran dalam seluruh aktivitas bisnis. Penguatan tersebut diwujudkan melalui penyempurnaan berbagai kebijakan dan pedoman internal, termasuk pembaruan pedoman GCG, kode etik dan perilaku, kebijakan pengadaan barang dan jasa, serta pedoman pengelolaan risiko. Direksi memandang bahwa tata kelola yang baik tidak hanya merupakan kewajiban kepatuhan terhadap regulasi, tetapi juga instrumen strategis dalam mendukung pengambilan keputusan yang *prudent* serta peningkatan kinerja operasional secara berkelanjutan.

Selain itu, Perseroan juga memperkuat sistem pengendalian internal dan manajemen risiko melalui peningkatan cakupan audit berbasis risiko, pemetaan risiko strategis dan operasional, serta tindak lanjut temuan audit secara lebih terstruktur. Upaya peningkatan kompetensi organ Perseroan dan insan

experiences, and higher service quality standards further required the Company to adapt swiftly.

From an internal perspective, the Company faced challenges in balancing business expansion with operational cost control amid rising energy costs, asset maintenance expenses, and the need to enhance human capital capabilities. Furthermore, asset optimization, productivity improvement across business units, and stronger synergy among business lines remain key priorities that require continuous strengthening. In response, the Board of Directors implemented mitigation measures, including optimizing the business and asset portfolio, refining adaptive and segment-based marketing strategies, and strengthening collaboration with local governments and industry stakeholders. The Company also reinforced operational efficiency, accelerated digital transformation, and enhanced the contribution of tourism and event business lines as new growth drivers. These initiatives are expected to strengthen business resilience while building a solid foundation for sustainable growth in the future.

## Corporate Governance Implementation

The Company consistently positions the implementation of Good Corporate Governance (GCG) as a fundamental pillar in ensuring business sustainability and strengthening the trust of shareholders and stakeholders. Throughout 2025, the Company reinforced the application of the principles of transparency, accountability, responsibility, independence, and fairness across all business activities. These efforts were reflected in the enhancement of internal policies and guidelines, including updates to GCG frameworks, the code of conduct, procurement policies, and risk management guidelines. The Board of Directors views strong governance not only as a regulatory requirement but also as a strategic instrument to support prudent decision-making and sustainable operational performance.

In addition, the Company strengthened its internal control and risk management systems through expanded risk-based audit coverage, comprehensive mapping of strategic and operational risks, and more structured follow-up on audit findings. Efforts to enhance the competencies of governing bodies

perusahaan terus dilakukan melalui pelatihan GCG, kepatuhan, serta sosialisasi budaya integritas secara berkelanjutan. Direksi juga menjaga komunikasi yang intensif dan konstruktif dengan pemegang saham, Dewan Pengawas, dan regulator untuk memastikan keselarasan kebijakan strategis dengan ketentuan yang berlaku. Atas berbagai inisiatif tersebut, Perseroan memperoleh skor penilaian GCG sebesar 84,198, yang mencerminkan komitmen berkelanjutan dalam meningkatkan kualitas tata kelola sebagai landasan bagi pertumbuhan yang sehat dan berintegritas.

### Prospek Usaha Tahun 2026

Direksi memandang prospek usaha Perseroan ke depan tetap berada pada jalur yang positif, didukung oleh meningkatnya aktivitas ekonomi, pemulihan sektor pariwisata dan ekonomi kreatif, serta dukungan berkelanjutan dari Pemerintah Provinsi DKI Jakarta. Dalam jangka pendek, peluang pertumbuhan didorong oleh peningkatan permintaan pada sektor perhotelan, penyelenggaraan event dan MICE, serta aktivasi ruang publik yang semakin dinamis. Penguatan program promosi terpadu, kolaborasi dengan penyelenggara acara, serta sinergi antarunit usaha diharapkan mampu mendorong peningkatan tingkat okupansi dan pendapatan Perseroan secara berkelanjutan.

Dalam jangka panjang, Perseroan memiliki posisi strategis untuk tumbuh sejalan dengan transformasi Jakarta sebagai kota global yang berperan sebagai pusat kegiatan bisnis, budaya, dan pariwisata. Pengembangan kawasan terpadu, revitalisasi aset, serta diversifikasi portofolio usaha menjadi pilar utama dalam memperkuat daya saing. Selain itu, pemanfaatan teknologi digital dan penguatan ekosistem pariwisata berbasis pengalaman (*experience-based tourism*), termasuk kegiatan olahraga, hiburan, dan event berskala internasional, membuka peluang baru yang signifikan bagi pertumbuhan Perseroan.

Sejalan dengan arah tersebut, fokus pengembangan Perseroan pada tahun 2026 diarahkan pada penguatan kinerja keuangan dan profitabilitas melalui strategi pemasaran yang lebih agresif dan terintegrasi, optimalisasi *pricing* berbasis segmentasi pasar, serta efisiensi biaya operasional. Perseroan juga akan memperkuat perannya dalam pengembangan pariwisata kota melalui penyelenggaraan event unggulan dan pengembangan layanan terpadu sebagai *one stop event service*. Di samping itu, optimalisasi aset melalui kemitraan strategis, percepatan transformasi digital, penguatan tata kelola dan keberlanjutan, serta pengembangan kapabilitas sumber daya manusia menjadi prioritas utama dalam memastikan kesiapan

and employees were carried out through GCG, compliance, and integrity training programs. The Board of Directors also maintained active and constructive communication with shareholders, the Supervisory Board, and regulators to ensure alignment of strategic policies with applicable regulations. As a result of these initiatives, the Company achieved a GCG assessment score of 84,198, reflecting its ongoing commitment to improving governance quality as a foundation for sustainable and accountable growth.

### Business Prospect in 2026

The Board of Directors views the Company's business outlook as remaining positive, supported by increased economic activity, the recovery of the tourism and creative economy sectors, and continued support from the Provincial Government of DKI Jakarta. In the short term, growth opportunities are driven by rising demand in the hospitality sector, event and MICE activities, as well as the activation of public spaces. Strengthened integrated promotional programs, collaboration with event organizers, and synergy among business units are expected to drive higher occupancy rates and revenue growth on a sustained basis.

In the long term, the Company is well-positioned to grow in line with Jakarta's transformation into a global city and a hub for business, culture, and tourism. The development of integrated areas, asset revitalization, and diversification of the business portfolio serve as key pillars to enhance competitiveness. Furthermore, the adoption of digital technology and the expansion of experience-based tourism—encompassing sports, entertainment, and international-scale events—present significant opportunities for future growth.

In line with this direction, the Company's development focus in 2026 will prioritize strengthening financial performance and profitability through more aggressive and integrated marketing strategies, optimized pricing based on market segmentation, and continued cost efficiency. The Company will also expand its role in urban tourism development through flagship events and integrated services as a one-stop event service provider. In addition, asset optimization through strategic partnerships, accelerated digital transformation, strengthened governance and sustainability, and the development of human capital capabilities will remain key priorities to ensure the





Perseroan menghadapi pertumbuhan dan dinamika industri ke depan.

## Apresiasi

Direksi menyampaikan apresiasi yang setinggi-tingginya kepada seluruh jajaran manajemen dan karyawan atas dedikasi, profesionalisme, serta kerja keras yang telah diberikan sepanjang tahun 2025 dalam menghadapi berbagai tantangan dan mendorong pencapaian kinerja Perseroan. Ucapan terima kasih juga kami sampaikan kepada Pemegang Saham, Dewan Pengawas, Pemerintah Provinsi DKI Jakarta, mitra usaha, pelanggan, serta seluruh pemangku kepentingan atas dukungan, kepercayaan, dan sinergi yang terus terjalin dengan baik. Dukungan tersebut menjadi fondasi penting bagi Perseroan dalam memperluas cakrawala usaha sekaligus memperkuat ekosistem pariwisata yang terintegrasi, sejalan dengan tema *“Expanding Horizons, Strengthening Tourism Ecosystem”*. Dengan semangat kolaborasi dan inovasi yang berkelanjutan, Perseroan optimis dapat terus menciptakan nilai tambah serta memberikan kontribusi yang lebih luas bagi pengembangan pariwisata Jakarta ke depan.

Company’s readiness for future growth and evolving industry dynamics.

## Appreciation

The Board of Directors extends its highest appreciation to all management and employees for their dedication, professionalism, and hard work throughout 2025 in navigating challenges and driving the Company’s performance. We also express our sincere gratitude to Shareholders, the Supervisory Board, the Provincial Government of DKI Jakarta, business partners, customers, and all stakeholders for their continued support, trust, and strong collaboration. This support serves as a vital foundation for the Company to expand its horizons while strengthening an integrated tourism ecosystem, in line with the theme *“Expanding Horizons, Strengthening Tourism Ecosystem.”* Through a continued spirit of collaboration and innovation, the Company remains confident in its ability to create greater value and contribute more broadly to the development of Jakarta’s tourism sector in the future.

Jakarta, April 2026

Atas Nama Direksi PT Jakarta Tourisindo (Perseroda)  
On behalf of the Board of Directors of PT Jakarta Tourisindo (Perseroda)

**Yunn Bali Mohammad Yusuf**  
Direktur Utama  
President Director



**Bogi Aditya Satrio Nugroho**  
Direktur Bisnis dan Operasional  
Director of Business and Operation

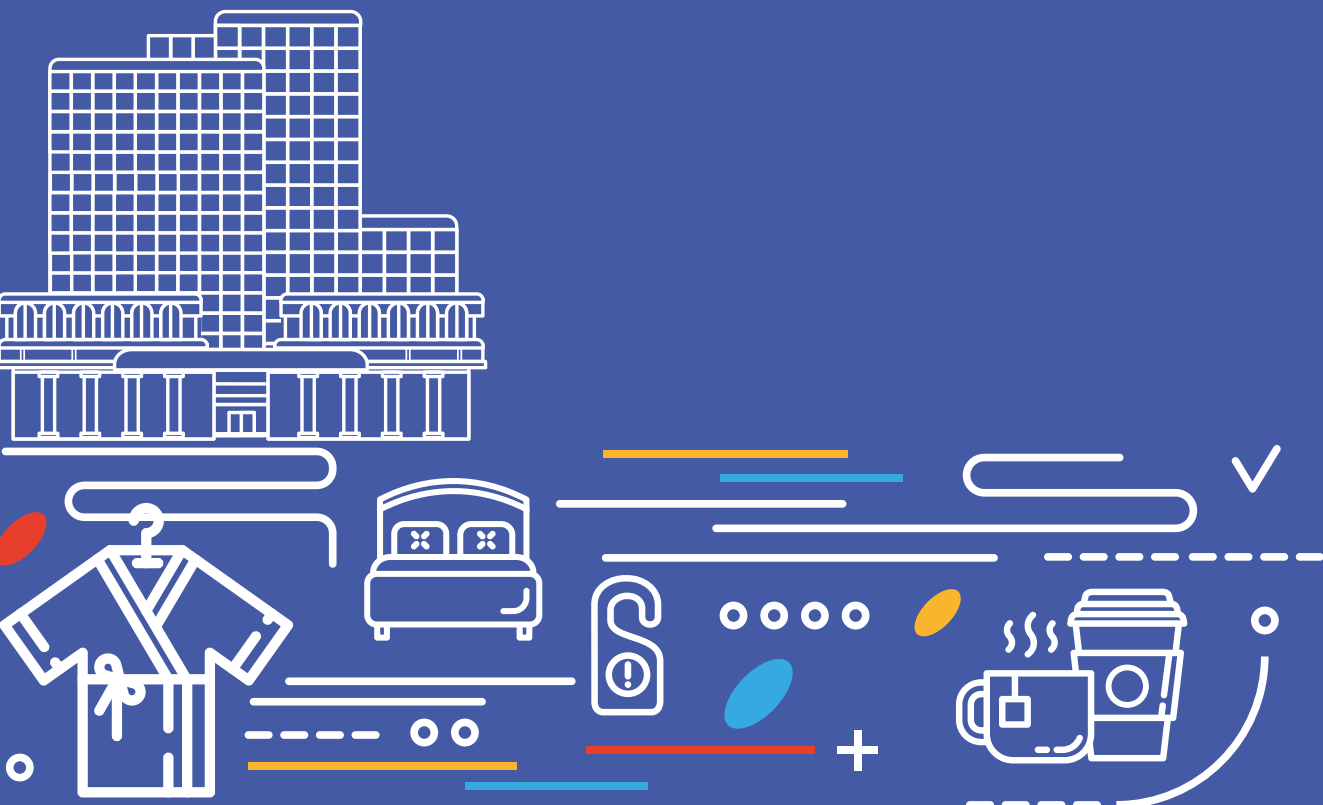
**Yunn Bali Mohammad Yusuf**  
Direktur Utama  
President Director

**Zulfarshah**  
Direktur Administrasi dan Keuangan  
Director of Administration and Finance



# PROFIL PERUSAHAAN

Company Profile



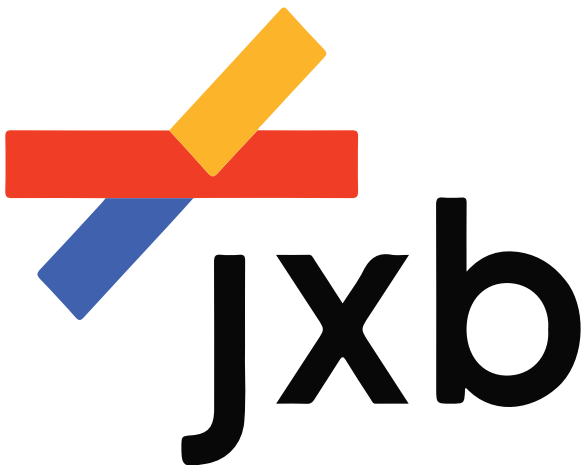






# Identitas Perusahaan

## Company Identity

|                                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Nama dan Domisili Perseroan</b><br>Company Name and Domicile              | <b>PT Jakarta Tourisindo (Perseroda) dan berdomisili di Jakarta</b><br>PT Jakarta Tourisindo (Perseroda) domiciled in Jakarta                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| <b>Brand</b>                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <b>Bidang Usaha</b><br>Business Field                                        | <b>Industri Pariwisata</b><br>Tourism Industry                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| <b>Ruang Usaha</b><br>Business Scope                                         | <b>Jasa Perhotelan, Usaha Pondok Wisata dan Biro Wisata</b><br>Hotel Services, Guesthouse Business, and Travel Bureau                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| <b>Tanggal Pendirian</b><br>Date of Establishment                            | <b>17 September 2004</b><br>September 17, 2004                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| <b>Dasar Hukum Pendirian</b><br>Legal Basis of Establishment                 | <p>Peraturan Daerah Provinsi DKI Jakarta No. 5 Tahun 2004 tanggal 8 Juli 2004<br/>           Peraturan Daerah Provinsi DKI Jakarta No. 3 Tahun 2021 tanggal 31 Desember 2021<br/>           SK Gubernur Provinsi DKI Jakarta No. 2161/2003 tanggal 2 Juli 2003<br/>           Akta notaris Yualita Widyadhari, S.H., MKn., No. 6 tanggal 17 September 2004<br/>           Akta notaris Yualita Widyadhari, S.H., MKn., No. 15 tanggal 16 Desember 2020</p> <p>Regional Regulation of DKI Jakarta Province No. 5 Year 2004 dated July 8, 2004<br/>           Regional Regulation of DKI Jakarta Province No. 3 Year 2021 dated December 31, 2021<br/>           Governor Decree of DKI Jakarta Province No. 2161/2003 dated July 2, 2003<br/>           Notarial Deed by Yualita Widyadhari, S.H., MKn., No. 6 dated September 17, 2004<br/>           Notarial Deed by Yualita Widyadhari, S.H., MKn., No. 15 dated December 16, 2020</p> |
| <b>Modal Dasar</b><br>Authorized Capital                                     | <p>Rp2.798.696.000.000 (berdasarkan Akta Notaris Yualita Widyadhari SH. No.15 tanggal 28 November 2022)<br/>           IDR 2,798,696,000,000 (based on Notarial Deed Yualita Widyadhari SH No. 15 dated November 28, 2022)</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| <b>Modal Ditempatkan Dan Disetor Penuh</b><br>Paid-up and Capital Fully paid | 713.545.000.00                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| <b>Kepemilikan</b><br>Ownership                                              | <p>Pemerintah Daerah Provinsi DKI Jakarta sebesar 99,58%.<br/>           The Regional Government of DKI Jakarta Province was 99,58%.<br/>           Perumda Pasar Jaya sebesar 0,42%.<br/>           Regional Public Company (Perumda) Pasar Jaya was 0,42%</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <b>Alamat Kantor Pusat [OJK C.2]</b><br>Head Office Address                  | Gedung Plaza D'Arcici Cempaka Putih, Lantai 2<br>Jl. Letjen Suprpto No.62, RT.8/RW.3 Jakarta Pusat 10520                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| <b>Website</b>                                                               | www.jxboard.co.id                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |



## Sejarah Singkat

### Brief Story



PT Jakarta Tourisindo (Perseroda) atau Jakarta Experience Board ("JXB") pada awal pendiriannya dibentuk sebagai *sub-holding company* di bidang pariwisata dan perhotelan di lingkungan Pemerintah Provinsi DKI Jakarta. Pembentukan tersebut selaras dengan Surat Keputusan Gubernur DKI Jakarta Nomor 2161 Tahun 2003 tanggal 2 Juli 2003, yang menjadi dasar restrukturisasi dan penguatan pengelolaan aset pariwisata daerah. Implementasi kebijakan tersebut dilanjutkan melalui penggabungan antara PD Wisata Niaga Jaya DKI Jakarta dan Yayasan Wisma Jaya Raya ke dalam satu badan usaha berbentuk perseroan terbatas.

Proses penggabungan tersebut secara resmi dilaksanakan pada 8 Juli 2004 berdasarkan Peraturan Daerah Provinsi DKI Jakarta Nomor 5 Tahun 2004 tentang Perubahan Bentuk Badan Hukum PD Wisata Niaga Jaya DKI Jakarta dan Yayasan Wisma Jaya Raya menjadi PT Jakarta Tourisindo serta Penyertaan Modal Pemerintah Provinsi DKI Jakarta. Dengan diberlakukannya peraturan tersebut, seluruh aset dan kewajiban dari kedua entitas yang bergabung dialihkan kepada PT Jakarta Tourisindo sebagai badan hukum baru.

PT Jakarta Tourisindo secara resmi didirikan pada tanggal 17 September 2004 sebagaimana tercantum dalam Akta Notaris Yualita Widyadhari, S.H., MKn., Nomor 6. Seiring dengan perkembangan regulasi dan kebutuhan tata kelola

PT Jakarta Tourisindo (Perseroda) or Jakarta Experience Board ("JXB") was initially established as a sub-holding company in the field of tourism and hospitality within the DKI Jakarta Provincial Government. This establishment was in line with DKI Jakarta Governor Decree No. 2161 of 2003 dated July 2, 2003, which became the basis for restructuring and strengthening the management of regional tourism assets. The implementation of this policy was continued through the merger of PD Wisata Niaga Jaya DKI Jakarta and Yayasan Wisma Jaya Raya into a limited liability company.

The merger process was officially carried out on July 8, 2004, based on DKI Jakarta Provincial Regulation Number 5 of 2004 concerning the Change in the Legal Form of PD Wisata Niaga Jaya DKI Jakarta and Yayasan Wisma Jaya Raya to PT Jakarta Tourisindo and the Capital Participation of the DKI Jakarta Provincial Government. With the enactment of this regulation, all assets and liabilities of the two merged entities were transferred to PT Jakarta Tourisindo as a new legal entity.

PT Jakarta Tourisindo was officially established on September 17, 2004, as stated in Notary Deed Number 6 by Yualita Widyadhari, S.H., MKn., In line with regulatory developments and corporate governance requirements, on November 27,



perusahaan, pada tanggal 27 November 2008 Perseroan melakukan penyesuaian Akta Pendirian melalui Akta Nomor 55 agar selaras dengan Undang-Undang Nomor 40 Tahun 2007 tentang Perseroan Terbatas. Penyesuaian tersebut dibuat di hadapan Notaris Yualita Widyadhari, S.H., MKn., dan telah memperoleh pengesahan dari Kementerian Hukum dan Hak Asasi Manusia Republik Indonesia dengan Nomor AHU-50300.AH.01.02 Tahun 2009 tanggal 19 Oktober 2009.

Selanjutnya, Perseroan kembali melakukan perubahan Anggaran Dasar pada tanggal 11 Desember 2019 berdasarkan Keputusan Sirkuler Para Pemegang Saham, yang dituangkan dalam Akta Notaris Yualita Widyadhari, S.H., MKn., Nomor 18 tanggal 11 Desember 2019. Perubahan ini dilakukan sebagai bagian dari upaya penyesuaian struktur dan arah strategis Perseroan dalam menghadapi dinamika industri pariwisata dan perhotelan.

Dalam menjalankan kegiatan usahanya di sektor pariwisata dan perhotelan, JXB menegaskan komitmen untuk memberikan layanan akomodasi yang berkualitas dan berdaya saing. Upaya peningkatan kinerja Perseroan terus dilakukan, termasuk melalui transformasi menyeluruh yang dimulai pada tahun 2020 dengan pengenalan identitas merek baru, Jakarta Experience Board ("JXB").

Transformasi tersebut mencerminkan visi JXB sebagai penyedia layanan pariwisata terintegrasi yang didukung oleh sejumlah *sub-brand*, antara lain JXSpace, JXLive, JXStay, JXPlore, JXTaste, dan JXStore. Melalui pendekatan ini, JXB berupaya memperluas cakupan layanan sekaligus memperkuat nilai tambah bagi para pemangku kepentingan.

Hingga tahun 2021, JXB mengembangkan kegiatan usahanya berdasarkan tiga pilar utama, yaitu perhotelan dan pariwisata, ekonomi kreatif, serta beautifikasi kota. Pada periode yang sama, Perseroan mengelola tujuh unit hotel yang berlokasi di wilayah Jakarta, yakni The Tavia Heritage Hotel, Grand Cempaka Resort & Convention, C'One Hotel Cempaka Putih, C'One Hotel Pulomas, d'Arcici Hotel Plumpang, d'Arcici Hotel Sunter, dan d'Arcici Hotel Cempaka Putih.

Sebagai bagian dari penguatan peran Perseroan sebagai Badan Usaha Milik Daerah, Pemerintah Provinsi DKI Jakarta menetapkan Peraturan Daerah Provinsi DKI Jakarta Nomor 3 Tahun 2021 tentang Perubahan Bentuk Hukum PT Jakarta Tourisindo menjadi PT Jakarta Tourisindo (Perseroda), yang ditetapkan pada tanggal 31 Desember 2021. Dengan berlakunya peraturan tersebut, maka Peraturan Daerah Provinsi DKI Jakarta Nomor 5 Tahun 2004 dinyatakan dicabut dan tidak berlaku lagi.

Pada tahun 2025, JXB memperkuat transformasi bisnis dan *positioning* di sektor pariwisata dan *hospitality* melalui penguatan identitas *brand* serta peningkatan kualitas layanan melalui *rebranding* dan renovasi dua unit hotel, yaitu The Tavia Riverside Resort & Convention (sebelumnya Grand Cempaka Resort) dan The Tavia Rumabatavi (sebelumnya d'Arcici Hotel Plumpang), yang mencakup pembaruan identitas, fasilitas,

2008, the Company amended its Deed of Establishment through Deed Number 55 to comply with Law Number 40 of 2007 concerning Limited Liability Companies. The amendment was made before Notary Yualita Widyadhari, S.H., MKn., and was approved by the Ministry of Law and Human Rights of the Republic of Indonesia under Number AHU-50300.AH.01.02 of 2009 dated October 19, 2009.

Furthermore, the Company again amended its Articles of Association on December 11, 2019, based on a Circular Resolution of the Shareholders, as set forth in Notarial Deed Yualita Widyadhari, S.H., MKn., Number 18 dated December 11, 2019. This amendment was made as part of the Company's efforts to adjust its structure and strategic direction in response to the dynamics of the tourism and hospitality industry.

In carrying out its business activities in the tourism and hospitality sector, JXB affirms its commitment to providing quality and competitive accommodation services. Efforts to improve the Company's performance continue to be made, including through a comprehensive transformation that began in 2020 with the introduction of a new brand identity, Jakarta Experience Board ("JXB").

This transformation reflects JXB's vision as an integrated tourism service provider supported by a number of sub-brands, including JXSpace, JXLive, JXStay, JXPlore, JXTaste, and JXStore. Through this approach, JXB seeks to expand its service coverage while strengthening added value for stakeholders.

Until 2021, JXB developed its business activities based on three main pillars, namely hospitality and tourism, creative economy, and city beautification. During the same period, the Company managed seven hotel units located in the Jakarta area, namely The Tavia Heritage Hotel, Grand Cempaka Resort & Convention, C'One Hotel Cempaka Putih, C'One Hotel Pulomas, d'Arcici Hotel Plumpang, d'Arcici Hotel Sunter, and d'Arcici Hotel Cempaka Putih.

As part of strengthening the Company's role as a Regional Owned Enterprise, the Provincial Government of DKI Jakarta enacted DKI Jakarta Provincial Regulation Number 3 of 2021 concerning the Change in the Legal Form of PT Jakarta Tourisindo to PT Jakarta Tourisindo (Perseroda), which was enacted on December 31, 2021. With the implementation of this regulation, Jakarta Provincial Regulation No. 5 of 2004 is hereby revoked and no longer in effect.

In 2025, JXB strengthened its business transformation and positioning in the tourism and hospitality sector by strengthening its brand identity and improving service quality through the rebranding and renovation of two hotels: The Tavia Riverside Resort & Convention (formerly Grand Cempaka Resort) and The Tavia Rumabatavi (formerly d'Arcici Hotel Plumpang). This includes updating its identity,



serta standar operasional guna menghadirkan pengalaman menginap yang lebih modern dan kompetitif.

Selain itu, JXB juga memperoleh Sertifikasi Halal dari Majelis Ulama Indonesia (MUI) untuk JXTaste Catering sebagai bentuk komitmen dalam menghadirkan layanan yang inklusif, terpercaya, dan sesuai dengan kebutuhan pasar.

facilities, and operational standards to provide a more modern and competitive guest experience.

Furthermore, JXB also obtained Halal Certification from the Indonesian Ulema Council (MUI) for JXTaste Catering, demonstrating its commitment to providing inclusive, reliable, and market-focused services.

### Informasi Perjalanan Rebranding

#### Rebranding Trip Information

Meskipun Perseroan tidak melakukan perubahan nama badan hukum sejak didirikan hingga akhir Desember 2021, pada tahun 2020 JXB melaksanakan inisiatif *rebranding* dengan mengusung identitas merek baru, yaitu Jakarta Experience Board (JXB), sebagai representasi arah dan strategi pengembangan usaha ke depan.

Although the Company did not change its legal name from its establishment until the end of December 2021, in 2020 JXB carried out a rebranding initiative by promoting a new brand identity, namely Jakarta Experience Board (JXB), as a representation of the direction and strategy for future business development.





# Perjalanan Waktu

## Timeline

### 2020

JXB bertransformasi dalam berbagai aspek bisnis, salah satunya dengan mengusung brand Jakarta Experience Board (JXB) sebagai identitas baru JXB. JXB transformed various business aspects, including adopting the Jakarta Experience Board (JXB) brand as its new identity

### 2009

Pada 19 Oktober 2009 JXB memperoleh pengesahan dari Kementerian Kehakiman dan Hak Asasi Manusia Republik Indonesia No. AHU-50300.AH.01.02 Tahun 2009. On October 19, 2009, JXB obtained approval from the Ministry of Justice and Human Rights of the Republic of Indonesia No. AHU-50300.AH.01.02 Year 2009.

### 2008

Pada 27 November 2008, JXB melakukan perubahan Akta Pendirian Perusahaan yang disesuaikan dengan Undang-Undang No. 40 tahun 2007. On November 27, 2008, JXB amended the Company's Articles of Association to comply with Law No. 40 Year 2007

### 2004

Pada 8 Juli 2004 dikeluarkan Peraturan Daerah Provinsi DKI Jakarta No. 5 tahun 2004 tentang Perubahan Bentuk Badan Hukum PD Wisata Niaga Jaya DKI Jakarta dan Yayasan Wisma Jaya Raya menjadi PT Jakarta Tourisindo dan Penyertaan Modal Pemerintah DKI Jakarta pada PT Jakarta Tourisindo. Pada 17 September 2004 PT Jakarta Tourisindo resmi didirikan.

On July 8, 2004, Regional Regulation of DKI Jakarta Province No. 5 Year 2004 was issued concerning the legal entity transformation of PD Wisata Niaga Jaya DKI Jakarta and Yayasan Wisma Jaya Raya into PT Jakarta Tourisindo and the capital participation of the DKI Jakarta Provincial Government in PT Jakarta Tourisindo. On September 17, 2004, PT Jakarta Tourisindo was officially established.

### 2003

Gubernur DKI Jakarta mengeluarkan Surat Keputusan Gubernur No. 2161/2003 tanggal 2 Juli 2003 dalam rangka pendirian *sub-holding company* wisata dan perhotelan di lingkungan pemerintah Provinsi DKI Jakarta.

The Governor of DKI Jakarta issued Governor Decree No. 2161/2003 dated July 2, 2003, concerning the establishment of a tourism and hospitality sub-holding company within the government of DKI Jakarta Province.

### 2021

Perubahan status perusahaan menjadi Perseroada yang berimplikasi pada peningkatan modal dasar, dari 750 miliar menjadi 2,7 triliun. JXB dinobatkan sebagai:

- BUMD Tiga Bintang, Kategori Aneka Usaha – TOP BUMD Awards (2021).
- The Most Promising in Branding Campaign – BUMD Marketeer Awards (2021)
- The Most Promising Company in Entrepreneurial SOE – BUMD Marketeer Awards (2021)
- Perusahaan Peduli Covid-19 – Teropong CSR Award (2021)
- BUMD dengan Peran Aktif dan Peduli Terhadap Pandemi COVID-19 – Rekan Indonesia Award (2021)

The company's status change to Perseroada resulted in an increase in authorized capital, from IDR 750 billion to IDR 2.7 trillion. JXB has been recognized as:

- BUMD Tiga Bintang, Kategori Aneka Usaha – TOP BUMD Awards (2021)
- The Most Promising in Branding Campaign – BUMD Marketeer Awards (2021)
- The Most Promising Company in Entrepreneurial SOE – BUMD Marketeer Awards (2021)
- Perusahaan Peduli Covid-19 – Teropong CSR Award (2021)
- Active and Caring BUMD in COVID-19 Pandemic – Rekan Indonesia Award (2021)

### 2023

- Berhasil mendapatkan sertifikasi ISO 90001: 2015.
- Melakukan *rebranding* dan renovasi The Tavia Heritage Hotel.
- Perusahaan juga mendapatkan sejumlah penghargaan sebagai berikut:
  1. Indonesia Best BUMD Award 2023 in Developing a Sustainable Tourism Business Ecosystem, pada kategori Tourism Service Industry. BUMD Award 2023 oleh Warta Ekonomi
  2. Best PR in Company Strategy on Enhancing Regional Capabilities through Dynamic Business Harmonization in Tourism Category - Indonesia Public Relation Awards 2023 oleh Warta Ekonomi.
  3. BUMD EMPAT BINTANG, Kategori Aneka Usaha - TOP BUMD Awards 2023
  4. The Most Promising Company In Strategic Marketing - BUMD Entrepreneurial Marketing Award (BEMA) 2023
  5. The Most Promising Company In Tactical Marketing - BUMD Entrepreneurial Marketing Award (BEMA) 2023
  6. Juara 3 Anugerah Humas Jakarta 2023. Kategori Media Sosial BUMD
- Achieved ISO 9001:2015 certification.
- Rebranded and renovated The Tavia Heritage Hotel.
- Received several awards including:
  1. Indonesia Best BUMD Award 2023 for Developing a Sustainable Tourism Business Ecosystem in the Tourism Service Industry category - Warta Ekonomi
  2. Best PR in Company Strategy on Enhancing Regional Capabilities through Dynamic Business Harmonization in Tourism Category - Indonesia Public Relation Awards 2023 by Warta Ekonomi
  3. Four-Star BUMD, Various Business Category - TOP BUMD Awards 2023
  4. The Most Promising Company in Strategic Marketing - BUMD Entrepreneurial Marketing Award (BEMA) 2023
  5. The Most Promising Company in Tactical Marketing - BUMD Entrepreneurial Marketing Award (BEMA) 2023
  6. 3rd Place in Jakarta Public Relations Award 2023, Social Media BUMD Category



## 2025

- Melaksanakan transformasi aset melalui renovasi dan *rebranding* The Tavia Riverside Resort & Convention, sebagai bagian dari upaya peningkatan kualitas layanan dan daya saing di *segmen resort* dan MICE.
- Melakukan renovasi dan *rebranding* The Tavia Rumabatavi, guna memperkuat *positioning* sebagai akomodasi urban yang modern, nyaman, dan relevan dengan kebutuhan pasar.
- Memperkuat lini bisnis jasa melalui perolehan Sertifikasi Halal MUI untuk JXTaste *Catering*, sebagai wujud komitmen dalam menghadirkan layanan yang berkualitas, terpercaya, dan sesuai dengan standar halal.
- Meraih berbagai penghargaan bergengsi di tingkat nasional sebagai pengakuan atas kinerja dan inovasi Perseroan, antara lain:
  1. Gold Winner – The Most Promising Company in Strategic Marketing, BUMD Entrepreneurial Marketing Award 2025
  2. Silver Winner – The Most Promising Company in Marketing 3.0, BUMD Entrepreneurial Marketing Award 2025
  3. Silver Winner – The Most Promising Company in Tactical Marketing, BUMD Entrepreneurial Marketing Award 2025
  4. Indonesia Public Relations Top Leader 2025 dalam kategori *Tourism and Hospitality*, atas penguatan keterlibatan publik melalui strategi komunikasi terintegrasi
  5. Top BUMD 2025 dalam kategori *Tourism Service Industry* atas ekspansi bisnis pariwisata yang berkelanjutan dan strategi pembangunan kota yang inklusif
  6. Penerima Piagam Penghargaan Penyerahan Arsip Statis dalam rangka Gerakan Sadar Tertib Arsip (GSTA) Provinsi DKI Jakarta Tahun 2025
  7. The Most Innovative Company in Integrated Tourism and Hospitality Service, Trusted Achievement Award 2025
  8. Terbaik II Kategori Media Audiovisual BUMD, Anugerah Humas Jakarta (AHJ) 2025
- Executed asset transformation initiatives through the renovation and rebranding of The Tavia Riverside Resort & Convention, enhancing service quality and strengthening competitiveness in the resort and MICE segment.
- Completed the renovation and rebranding of The Tavia Rumabatavi, reinforcing its positioning as a modern and comfortable urban accommodation aligned with evolving market needs.
- Strengthened service business capabilities through the achievement of MUI Halal Certification for JXTaste Catering, reflecting commitment to delivering high-quality, reliable, and halal-compliant services.
- Earned multiple prestigious national awards in recognition of the Company's performance and innovation, including:
  1. Gold Winner – The Most Promising Company in Strategic Marketing, BUMD Entrepreneurial Marketing Award 2025
  2. Silver Winner – The Most Promising Company in Marketing 3.0, BUMD Entrepreneurial Marketing Award 2025
  3. Silver Winner – The Most Promising Company in Tactical Marketing, BUMD Entrepreneurial Marketing Award 2025
  4. Indonesia Public Relations Top Leader 2025 (Tourism and Hospitality category) for strengthening public engagement through integrated communication strategies
  5. Top BUMD 2025 in the Tourism Service Industry category for sustained tourism business expansion and inclusive urban development strategy
  6. Recipient of the Static Archive Submission Award under the Jakarta Provincial Archive Awareness Movement (GSTA) 2025
  7. The Most Innovative Company in Integrated Tourism and Hospitality Service, Trusted Achievement Award 2025
  8. 2nd Best in BUMD Audiovisual Media Category, Anugerah Humas Jakarta (AHJ) 2025

## 2024

1. Mendapatkan ISO 370001:2016
  2. Juara 1 Anugerah Humas Jakarta 2024 Kategori Media Sosial BUMD Terbaik
  3. TOP BUMD Bintang Empat Aneka Usaha - TOP BUMD Award 2024
  4. Silver Winner The Most Promising Company in Strategic Marketing – BUMD Entrepreneurial Marketing Award 2024
- 
1. Obtained ISO 370001:2016
  2. 1st Place in Jakarta Public Relations Award 2024, Best Social Media BUMD Category
  3. Four-Star TOP BUMD Various Business Category – TOP BUMD Award 2024
  4. Silver Winner The Most Promising Company in Strategic Marketing – BUMD Entrepreneurial Marketing Award 2024

## Visi, Misi, dan Nilai Perusahaan

### Vision, Mission, and Company Values

Dewan Komisaris dan Direksi secara berkelanjutan melakukan evaluasi terhadap keselarasan visi dan misi JXB dengan mempertimbangkan dinamika dan tantangan yang telah dihadapi pada periode sebelumnya, serta menyesuaikannya dengan arah dan target rencana bisnis Perusahaan ke depan. Seiring dengan pelaksanaan transformasi bisnis, JXB juga melakukan pembaruan visi dan misi yang disusun berdasarkan pada:

#### Kondisi yang Dihadapi

##### Challenges Faced

Kondisi yang dihadapi oleh JXB mencakup beberapa aspek sebagai berikut:

1. Bidang Bisnis dan Operasional, antara lain:
  - a. Sistem operasional hotel dan aktivitas bisnis internal yang masih dijalankan secara manual dan belum didukung pemanfaatan teknologi secara optimal.
  - b. Penerapan *Standard Operating Procedure* (SOP) yang belum berjalan secara konsisten dan menyeluruh.
  - c. Citra dan branding JXB yang masih terkesan datar, kurang modern, serta cenderung kaku dan birokratis.
2. Bidang Keuangan
  - a. JXB mencatat kinerja keuangan negatif pada periode 2016–2019, yang terutama dipengaruhi oleh tingginya beban langsung serta beban administrasi dan umum.
  - b. Tingkat efisiensi tenaga kerja yang belum optimal, tercermin dari rasio *employee to room* yang relatif tinggi.
  - c. Kepemilikan aset dan investasi Perusahaan yang cukup besar namun masih banyak yang belum dimanfaatkan secara optimal, serta minimnya perencanaan pemanfaatan aset tersebut.
3. Bidang Sumber Daya Manusia (SDM)
  - a. Sekitar 54% SDM JXB berada pada kelompok usia nonproduktif (>40 tahun), yang berdampak pada tingkat produktivitas dan kinerja.
  - b. Struktur organisasi, jumlah, serta kompetensi SDM JXB saat ini belum sepenuhnya selaras dan mendukung rencana bisnis Perusahaan.
4. Infrastruktur dan fasilitas hotel yang dimiliki masih kurang kompetitif dibandingkan hotel lain, khususnya jaringan hotel internasional, antara lain akibat kondisi bangunan yang relatif tua serta aktivitas promosi yang belum optimal.

The Board of Commissioners and Board of Directors continuously evaluate the alignment of JXB's vision and mission by considering the dynamics and challenges faced in the previous period, and adjusting them to the direction and targets of the Company's future business plans. In line with the implementation of business transformation, JXB also updates its vision and mission based on:

The conditions faced by JXB include the following aspects:

1. Business and Operational Areas, including:
  - a. Hotel operational systems and internal business activities that are still carried out manually and are not yet supported by optimal use of technology.
  - b. The implementation of Standard Operating Procedures (SOPs) that are not yet consistent and comprehensive.
  - c. JXB's image and branding still appear flat, lacking in modernity, and tend to be rigid and bureaucratic.
2. Finance
  - a. JXB recorded negative financial performance in the 2016–2019 period, which was mainly influenced by high direct expenses as well as administrative and general expenses.
  - b. Labor efficiency levels are not yet optimal, as reflected in the relatively high employee-to-room ratio.
  - c. The Company owns and invests in considerable assets, but many of them are not yet being utilized optimally, and there is a lack of planning for the utilization of these assets.
3. Human Resources (HR)
  - a. Approximately 54% of JXB's human resources are in the non-productive age group (>40 years), which has an impact on productivity and performance.
  - b. The current organizational structure, number, and competence of JXB's human resources are not yet fully aligned with and supportive of the Company's business plans.
4. The hotel's infrastructure and facilities are still less competitive than other hotels, especially international hotel chains, due to the relatively old condition of the buildings and suboptimal promotional activities.



5. Kondisi pandemi COVID-19 yang pada tahun 2021 masih bersifat tidak menentu dan turut memengaruhi keberlangsungan serta kinerja usaha Perusahaan.

5. The COVID-19 pandemic, which in 2021 is still uncertain, has also affected the Company's business continuity and performance.

## Rencana Bisnis yang Ingin Dicapai

### Business Plans to be Achieved

JXB menetapkan arah dan rencana bisnis yang akan dicapai sebagai berikut:

1. Berperan sebagai *ecosystem enabler* sekaligus penyedia layanan perhotelan di Provinsi DKI Jakarta melalui pengembangan bisnis PT Jaktour yang terintegrasi dalam portofolio JXStay, JXSpace, JXStore, JXLive, JXPlore, dan JXTaste.
2. Berpartisipasi aktif dalam pelaksanaan serta mendukung kebijakan dan program Pemerintah, khususnya di sektor pariwisata.
3. Mengoptimalkan pemanfaatan seluruh sumber daya dan aset PT Jaktour guna menghasilkan layanan berstandar internasional yang memiliki daya saing tinggi.

JXB has set the following business direction and plans to be achieved:

1. Act as an ecosystem enabler and hospitality service provider in DKI Jakarta Province through the development of PT Jaktour's business, which is integrated into the JXStay, JXSpace, JXStore, JXLive, JXPlore, and JXTaste portfolios.
2. Actively participating in the implementation of and supporting government policies and programs, particularly in the tourism sector.
3. Optimizing the utilization of all PT Jaktour resources and assets to produce international standard services that are highly competitive.

## Visi [OJK C.1]

### Vission

JXB telah menyusun serta menetapkan visi Perusahaan untuk periode tahun 2023–2027, sebagai landasan arah dan tujuan pengembangan usaha ke depan, yaitu:

JXB has formulated and established the Company's vision for the period 2023–2027 as the foundation for the direction and objectives of future business development, namely:

### Visi Tahun 2023–2027

Vision 2023–2027

Perusahaan berkelas dunia yang inovatif dan berkelanjutan dalam memberikan pengalaman pariwisata dan mengembangkan ekonomi kreatif di Jakarta.

A world-class, innovative, and sustainable company in delivering tourism experiences and developing the creative economy in Jakarta.

#### Inovatif Innovative

Pelayanan berkualitas terbaik dan optimal melalui integrasi seluruh sumber daya perusahaan sehingga perusahaan akan mampu berkembang dan menjadi unggul di antara kompetitornya serta mampu memberikan nilai tambah yang unik dan berbeda.

Providing the best and optimal quality service through integration of all company resources so that the company can grow and excel among competitors and deliver unique and differentiated added value.

#### Berkelanjutan Sustainable

Selain menghasilkan keuntungan, JXB sebagai Badan Usaha Milik Provinsi DKI Jakarta memiliki tanggung jawab untuk berperan aktif dalam pelaksanaan program-program Pemerintah Provinsi DKI Jakarta. Sehingga ketiga pilar pembangunan (ekonomi, sosial dan lingkungan) dapat tercapai.

Beyond generating profit, as a Regional Owned Enterprise of DKI Jakarta Province, JXB has responsibility to actively participate in the implementation of provincial government programs, ensuring the three pillars of development (economic, social, and environmental) are achieved.



## Misi [OJK C.1] Mission

JXB telah menetapkan dan mengesahkan misi Perusahaan untuk periode 2023–2027 sebagai pedoman strategis dalam pelaksanaan kegiatan usaha, yaitu:

JXB has established and ratified the Company's mission for the 2023–2027 period as a strategic guideline in the implementation of business activities, namely:

### Misi Tahun 2023–2027 Mission 2023–2027

Menjadi *ecosystem enabler* untuk mendorong pengalaman pariwisata di Jakarta  
Memberikan pertumbuhan dan nilai berkelanjutan ke Pemerintah dan komunitas

To become an ecosystem enabler to drive tourism experiences in Jakarta;  
To provide sustainable growth and value to the Government and community.

## Nilai Perusahaan [OJK C.1] Company Values

Nilai-nilai utama Perseroan yang menjadi pijakan dalam membentuk sikap dan perilaku seluruh insan perusahaan dirangkum dalam SMILE, sebuah akronim yang merepresentasikan Solid Synergy, eMpathy, Integrity, Loyalty, dan Excellent.

The Company's core values, which form the basis for shaping the attitudes and behaviors of all company personnel, are summarized in SMILE, an acronym that stands for Solid Synergy, eMpathy, Integrity, Loyalty, and Excellent.

### Solid Synergy Solid Synergy



Membangun sebuah ekosistem bisnis pariwisata yang kokoh melalui kerja sama dan sinergi dengan semua pemangku kepentingan (pemegang saham, pelanggan, karyawan, korporasi, UMKM dan masyarakat) yang saling menguntungkan dan berkelanjutan.

Building a strong tourism business ecosystem through cooperation and synergy with all stakeholders (shareholders, customers, employees, corporations, MSMEs, and communities) for mutual and sustainable benefits.

### eMpathy eMpathy



Mampu menempatkan diri dan memahami kebutuhan semua Pemangku Kepentingan, menunjukkan kepedulian dan perhatian untuk memberikan solusi yang inovatif dan konstruktif untuk menciptakan pengalaman yang positif.

Ability to place oneself in and understand the needs of all stakeholders, showing care and attention to provide innovative and constructive solutions to create positive experiences.

### Integrity Integrity



ucapan dan tindakan. Perusahaan dan segenap karyawan harus senantiasa konsisten dalam mempertahankan kebenaran, melalui tindakan - tindakan yang tepat dan bebas dari intervensi dan kepentingan pribadi/golongan, sehingga dapat menjalankan tugas dan tanggung jawabnya dengan baik.

Integrity means consistency between thoughts, words, and actions. The company and all employees must consistently uphold truthfulness through appropriate actions free from personal/ group interests to properly carry out duties and responsibilities.

### Loyalty Loyalty



Loyalitas tercermin dari seberapa besar pikiran, perhatian, gagasan, serta dedikasi tercurah sepenuhnya (fokus) kepada Perusahaan.

Loyalty is reflected by the extent of thoughts, attention, ideas, and dedication fully focused on the Company.

### Excellence Excellence



*Excellence* artinya individu bertindak secara profesional yaitu memastikan bahwa proses kerja dan produk yang dihasilkan melampaui standard yang berlaku dalam industri pariwisata.

Excellence means acting professionally, ensuring work processes and products exceed prevailing standards in the tourism industry



## Bidang Usaha [OJK C.4] Business Fields

Perseroan melakukan penguatan struktur permodalan seiring dengan pengembangan kegiatan usaha di sektor pariwisata melalui perubahan Modal Dasar dari semula sebesar Rp750.000.000.000,- menjadi Rp2.798.696.000.000,-. Kebijakan tersebut dilaksanakan selaras dengan Peraturan Daerah Provinsi Daerah Khusus Ibukota Jakarta Nomor 3 Tahun 2021 tanggal 31 Desember 2021 tentang Perubahan Bentuk Hukum Perseroan Terbatas Jakarta Tourisindo menjadi Perseroan Terbatas Jakarta Tourisindo (Perseroan Daerah). Dalam peraturan tersebut juga ditetapkan perubahan nomenklatur Perseroan dari PT Jakarta Tourisindo menjadi PT Jakarta Tourisindo (Perseroda).

Dalam rangka mencapai tujuan pengembangan usaha tersebut, Perseroan menjalankan berbagai kegiatan usaha sesuai Anggaran Dasar dan yang dijalankan di tahun 2025 yang mencakup:

The Company strengthened its capital structure in line with the development of its business activities in the tourism sector by changing its Authorized Capital from Rp750,000,000,000 to Rp2,798,696,000,000. This policy is implemented in accordance with Jakarta Special Capital Region Provincial Regulation No. 3 of 2021 dated December 31, 2021, concerning the Change in Legal Form of Jakarta Tourisindo Limited Liability Company to Jakarta Tourisindo Limited Liability Company (Regional Company). The regulation also stipulates the change in the Company's nomenclature from PT Jakarta Tourisindo to PT Jakarta Tourisindo (Perseroda).

In order to achieve these business development objectives, the Company carries out various business activities according to Articles of Association and conducted in 2025, including:

| No. | Kegiatan Usaha Menurut Anggaran Dasar<br>Business Activities According to Articles of Association                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Kegiatan Usaha yang Dilakukan di Tahun Buku<br>Business Activities Carried out in Financial Year |
|-----|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------|
| 1   | Usaha di bidang perhotelan yang meliputi hotel bintang lima hingga bintang satu, hotel melati, pondok wisata, vila, apartemen, serta rumah kos, termasuk penyediaan fasilitas akomodasi, layanan makanan dan minuman, jasa laundry, serta layanan pendukung lainnya yang diperlukan bagi kelangsungan operasional usaha.<br>Businesses in the hospitality sector, ranging from five-star to one-star hotels, melati hotels, tourist lodges, villas, apartments, and boarding houses, including the provision of accommodation facilities, food and beverage services, laundry services, and other support services necessary for business operations. | v                                                                                                |
| 2   | Usaha di bidang reklame, jasa boga ( <i>catering</i> ), pengelolaan gedung, jasa impresaria, properti, restoran dan bar, operator hotel, rumah minum/kafe, sarana wisata alam, penyelenggara acara ( <i>event organizer</i> ), portal web dan/atau platform digital untuk tujuan komersial, serta jasa informasi pariwisata.<br>Businesses in the fields of advertising, catering, building management, impresario services, property, restaurants and bars, hotel operators, bars/cafes, nature tourism facilities, event organizers, web portals and/or digital platforms for commercial purposes, and tourism information services.                | v                                                                                                |
| 3   | Usaha di bidang penyelenggaraan kegiatan konvensi yang mencakup perencanaan, penawaran, pengelolaan anggaran, serta pelaksanaan kegiatan konvensi.<br>Businesses in the field of convention organizing, which includes planning, bidding, budget management, and the implementation of convention activities.                                                                                                                                                                                                                                                                                                                                         | v                                                                                                |
| 4   | Usaha di bidang perencanaan dan penyelenggaraan program perjalanan intensif.<br>Businesses in the field of planning and organizing intensive travel programs.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | v                                                                                                |



## Makna Logo

### Logo Meaning

Sebagai elemen identitas korporasi, logo memiliki peran strategis sebagai representasi visual yang mencerminkan karakter, nilai, serta ruang lingkup kegiatan usaha Perusahaan. Logo juga berfungsi sebagai simbol utama yang membangun persepsi dan pemahaman masyarakat terhadap bisnis yang dijalankan. Adapun logo beserta makna yang terkandung di dalamnya diuraikan sebagai berikut:

As an element of corporate identity, the logo plays a strategic role as a visual representation that reflects the character, values, and scope of the Company's business activities. The logo also serves as the main symbol that shapes public perception and understanding of the business. The logo and its meaning are described as follows:

## Wajah Baru JXB

### The New Face of JXB

Transformasi yang dijalankan oleh JXB meliputi berbagai dimensi strategis perusahaan, salah satunya diwujudkan melalui penguatan identitas korporasi dengan mengadopsi *brand* Jakarta Experience Board (JXB) sebagai identitas baru. Dalam penerapannya, JXB menggunakan dua versi logo dengan peruntukan yang berbeda, yakni Logo Utama yang digunakan untuk kebutuhan komunikasi secara umum serta Logo Penuh yang berfungsi untuk memperkenalkan nama lengkap sekaligus narasi dan filosofi yang mendasari *brand* JXB.

The transformation carried out by JXB covers various strategic dimensions of the company, one of which is realized through strengthening corporate identity by adopting the Jakarta Experience Board (JXB) brand as a new identity. In its implementation, JXB uses two versions of the logo with different purposes, namely the Main Logo, which is used for general communication needs, and the Full Logo, which serves to introduce the full name as well as the narrative and philosophy underlying the JXB brand.



Elemen visual berbentuk huruf "X" mencerminkan keberagaman yang menjadi karakter utama Kota Jakarta. Beragam objek, narasi, dan individu saling beririsan dan berinteraksi, membentuk dinamika serta harmoni yang hidup di seluruh sudut kota. Lebih dari itu, simbol "X" juga menggambarkan penyatuan berbagai pengalaman yang berbeda ke dalam satu kesatuan semangat dan identitas yang selaras.

The visual element in the shape of the letter "X" reflects the diversity that is the main character of the city of Jakarta. Various objects, narratives, and individuals intersect and interact, forming a dynamic and lively harmony in every corner of the city. More than that, the "X" symbol also depicts the unification of various different experiences into a single spirit and harmonious identity.

## Logo Utama

### Primary Logo

Logogram yang mengusung bentuk huruf “X” melambangkan ragam pengalaman yang hadir dan dapat dirasakan di berbagai penjuru Kota Jakarta. Sementara itu, *logotype* JXB menggunakan jenis huruf Plus Jakarta Sans Display sebagai bagian dari pengembangan identitas “Jakarta Kota Kolaborasi”. Pemilihan tipografi tersebut mencerminkan karakter modern, berdaya tarik kuat, dan berwibawa yang menjadi dasar pembentukan logo utama JXB.

## Elemen Logo Utama

### Primary Logo Elements

Logo JXB dirancang dengan mengintegrasikan dua unsur visual utama, yakni logogram sebagai simbol grafis yang merepresentasikan identitas merek, serta *logotype* berupa rangkaian huruf yang menampilkan nama *brand* secara jelas dan konsisten.

## Logogram – The Solid Xperience

### Logogram – The Solid Xperience

3 blok warna mewakili 3 pemeran utama, yaitu:

- Jakarta: kota sejuta mimpi dan cerita
- Experience: jutaan pengalaman yang terbentuk di kotanya
- Board: lembaga yang selalu mengangkat ceritanya.

The logogram featuring the letter “X” symbolizes the diverse experiences that can be found and enjoyed throughout Jakarta. Meanwhile, the JXB logotype uses the Plus Jakarta Sans Display font as part of the development of the “Jakarta Kota Kolaborasi” (Jakarta City of Collaboration) identity. The choice of typography reflects the modern, attractive, and authoritative character that forms the basis of the JXB main logo.

The JXB logo was designed by integrating two main visual elements, namely a logogram as a graphic symbol representing the brand identity, and a logotype in the form of a series of letters that clearly and consistently display the brand name.

Three color blocks represent three main entities:

- Jakarta: a city of a million dreams and stories
- Experience: millions of experiences formed in the city
- Board: an institution that always elevates its stories

## Logotype – The Iconic JXB

### Logotype – The Iconic JXB

## Perkenalkan, Jakarta Experience Board.

Apa yang terlintas di pikiranmu ketika mendengar kata “Jakarta”?

Ada yang bilang Jakarta adalah kota kosmopolitan. Ada yang bilang kotanya tangguh, dinamis, dan tidak pernah tidur. Ada juga yang bilang banyak peninggalan budaya dan sejarahnya. Berjuta-juta mata melihat kota ini sesuai dengan persepsinya masing-masing. Karena Jakarta itu lebih dari sebatas kota, tapi juga kumpulan jutaan pengalaman dan cerita tak terlupakan.

Gambar di sebelah kanan menunjukkan keramaian di sebuah lapangan terbuka dengan bangunan-bangunan di sekelilingnya. Kemungkinan besar ini adalah Fatahillah Square dengan Jakarta History Museum (Museum Fatahillah) sebagai salah satu bangunan yang terlihat.







'JXB' merupakan akronim dari Jakarta Experience Board yang dipilih untuk menciptakan identitas yang lebih ringkas, modern, dan mudah dikenali. Penggunaan singkatan ini memberikan kesan ikonik sekaligus memperkuat daya ingat terhadap *brand*.

Dalam rangka mendukung penguatan identitas visual Jakarta, JXB mengaplikasikan Font Plus Jakarta Sans Display sebagai *logotype*. Jenis huruf ini tersedia dalam empat variasi ketebalan, yaitu *light*, *regular*, *medium*, dan *bold* yang berperan penting dalam menjaga konsistensi visual, sekaligus membentuk struktur, dinamika, dan hierarki yang jelas dalam setiap komposisi desain.

## Filosofi Warna

Warna berperan sebagai elemen penting dalam membentuk identitas serta karakter sebuah logo. Konsep visual JXB terinspirasi dari dinamika sudut-sudut Kota Jakarta yang sarat akan kisah, objek, dan interaksi manusia yang saling beririsan, menciptakan pancaran warna yang unik dan beragam. Ragam warna tersebut merepresentasikan keindahan sekaligus mencerminkan kekayaan dan keberagaman pengalaman yang hadir di setiap bagian kota.

'JXB' is an acronym for Jakarta Experience Board, chosen to create a more concise, modern, and recognizable identity. The use of this abbreviation gives an iconic impression while strengthening brand recall.

In order to support the strengthening of Jakarta's visual identity, JXB applies the Font Plus Jakarta Sans Display as its logotype. This font is available in four thickness variations, namely light, regular, medium, and bold, which play an important role in maintaining visual consistency, while forming a clear structure, dynamics, and hierarchy in each design composition.

## Color Philosophy

Color plays an important role in shaping the identity and character of a logo. JXB's visual concept is inspired by the dynamics of Jakarta's neighborhoods, which are rich in stories, objects, and human interactions that intersect with one another, creating unique and diverse colors. These colors represent beauty while reflecting the richness and diversity of experiences found in every part of the city.

Biru Abang  
Abang Blue



Selain mewakili setiap kegiatan yang memeriahkan Kota Jakarta, Warna Biru Abang menjadi simbol rasa kekeluargaan dan kehangatan yang terajut di setiap perayaannya. Nama warna ini juga terinspirasi dari Abang None, festival ikonik khas budaya Betawi yang diselenggarakan setiap tahun.

Besides representing activities that enliven Jakarta, Abang Blue symbolizes a sense of family and warmth woven into every celebration. This color is inspired by Abang None, an iconic Betawi cultural festival held annually.

Kuning Gigi Balang  
Yellow Tooth Balang



Tidak hanya mewakili warna kebudayaan dan tradisi lokal Kota Jakarta, Warna Kuning Gigi Balang juga memiliki karakteristik khas yang menghiasi rumah adat Betawi dan sering ditemukan di berbagai fasilitas, tempat, dan objek yang tersebar di seluruh kota.

Representing the colors of local culture and tradition in Jakarta, Gigi Balang Yellow has distinctive characteristics decorating Betawi traditional houses and is often found in various facilities, places, and objects spread throughout the city.

Jingga Bis Kota  
City Bus Orange



Terinspirasi dari warna transportasi bis kota, Warna Jingga Bis Kota menunjukkan karakteristik yang terang dan menggebu tanpa malu. Warna ini juga merupakan representasi infrastruktur yang ada di setiap sudut kota sebagai penghubung dan pembangun setiap pengalaman.

Inspired by the color of city buses, City Bus Orange shows a bright and enthusiastic character without hesitation. This color also represents infrastructure present in every corner of the city as a connector and builder of every experience.

Warna Hitam dan Putih  
Black and White



Warna hitam dan putih menjadi bagian dari tiga warna utama dalam palet warna *branding* JXB. Black and white are part of the three main colors in the JXB branding palette.

## Filosofi Tipografi

Tipografi merupakan unsur visual yang memiliki peran strategis dalam membangun identitas dan karakter suatu *brand*. JXB mengadopsi keunikan tipografi melalui penggunaan font Plus Jakarta Sans, yang merefleksikan karakter Kota Jakarta dengan detail-detail khas yang semakin menarik saat diamati lebih dekat. Perpaduan bentuk huruf yang tegas, melengkung, dan linear pada tipografi Plus Jakarta Sans berpadu secara harmonis, menciptakan tampilan visual yang dinamis, berimbang, dan beragam.

## Typography Philosophy

Typography is a visual element that plays a strategic role in building a brand's identity and character. JXB adopts unique typography through the use of the Plus Jakarta Sans font, which reflects the character of the city of Jakarta with distinctive details that become more interesting when viewed up close. The combination of bold, curved, and linear letterforms in Plus Jakarta Sans typography blends harmoniously, creating a dynamic, balanced, and diverse visual appearance.

## Ukuran Logo Utama

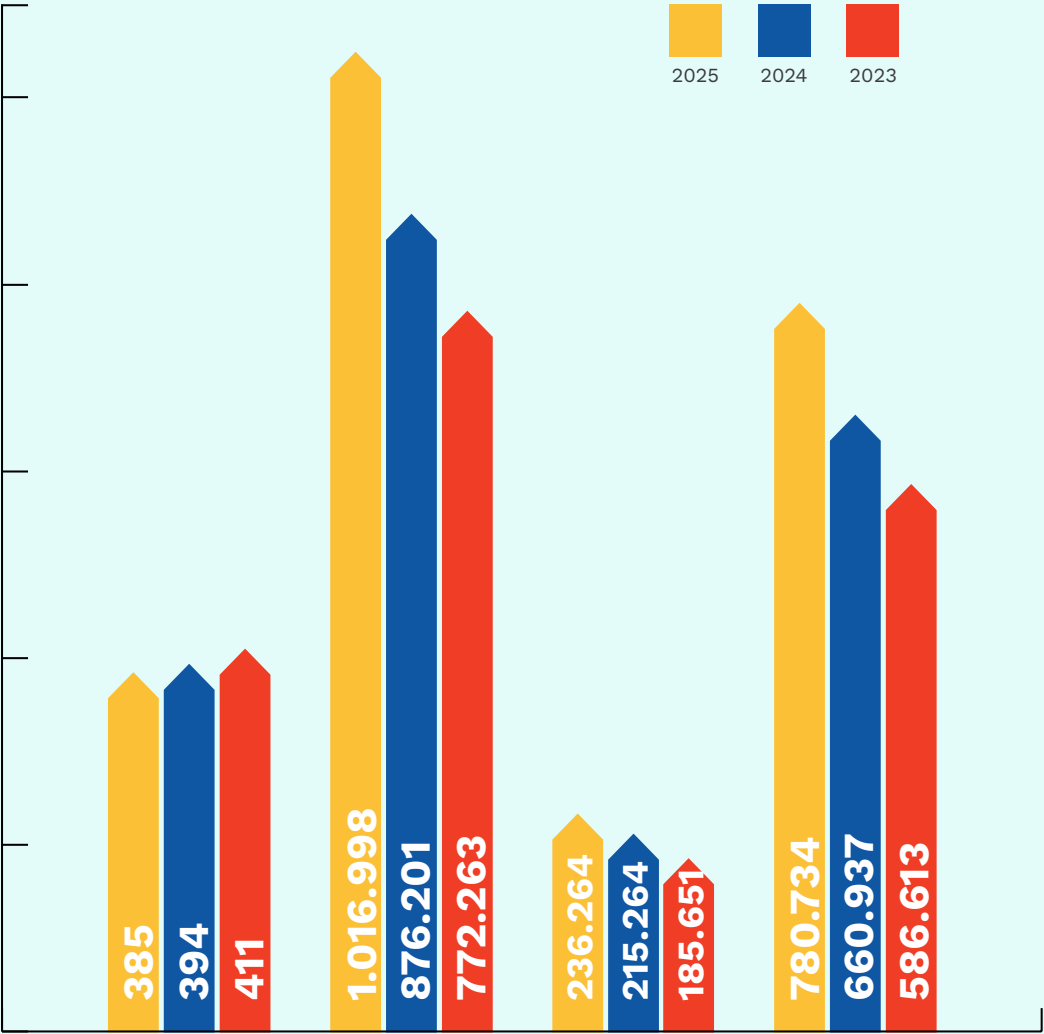
Konsistensi merupakan prinsip utama dalam penerapan ukuran logo agar identitas visual tetap terjaga dengan baik. Untuk memastikan keterbacaan dan proporsi yang optimal, logo utama ditetapkan memiliki ukuran minimum sebesar 20 mm x 11,8 mm untuk media cetak serta 121 px x 72 px untuk penggunaan pada media digital.

## Primary Logo Size

Consistency is the main principle in applying logo sizes to maintain visual identity. To ensure optimal readability and proportion, the main logo is set to have a minimum size of 20 mm x 11.8 mm for print media and 121 px x 72 px for use in digital media.



Skala Usaha [OJK C.3]  
Business Scale



Dalam persentase (%) | in percentage (%)

| Uraian   Description                                                                                                      | 2025      | 2024    | 2023    |
|---------------------------------------------------------------------------------------------------------------------------|-----------|---------|---------|
|  Jumlah Karyawan   Number of Employees | 385       | 394     | 411     |
|  Jumlah Aset   Total Assets            | 1.016.998 | 876.201 | 772.263 |
|  Jumlah Liabilitas   Total Liabilities | 236.264   | 215.264 | 185.651 |
|  Jumlah Ekuitas   Total Equity         | 780.734   | 660.937 | 586.613 |



# Wilayah Operasional [OJK C.3]

## Operational Area

1



### THE TAVIA HERITAGE HOTEL

📍 Cempaka Putih,  
Jakarta Pusat

2



### THE TAVIA RIVERSIDE RESORT & CONVENTION

📍 Megamendung,  
Bogor, 16670

3



### D'ARCICI HOTEL SUNTER

📍 Sunter Agung,  
Jakarta Utara,

4



### THE TAVIA RUMABATAVI

📍 Plumpang,  
Jakarta Utara

5



### D'ARCICI HOTEL CEMPAKA PUTIH

📍 Cempaka Putih,  
Jakarta Pusat

6



### C'ONE CEMPAKA PUTIH

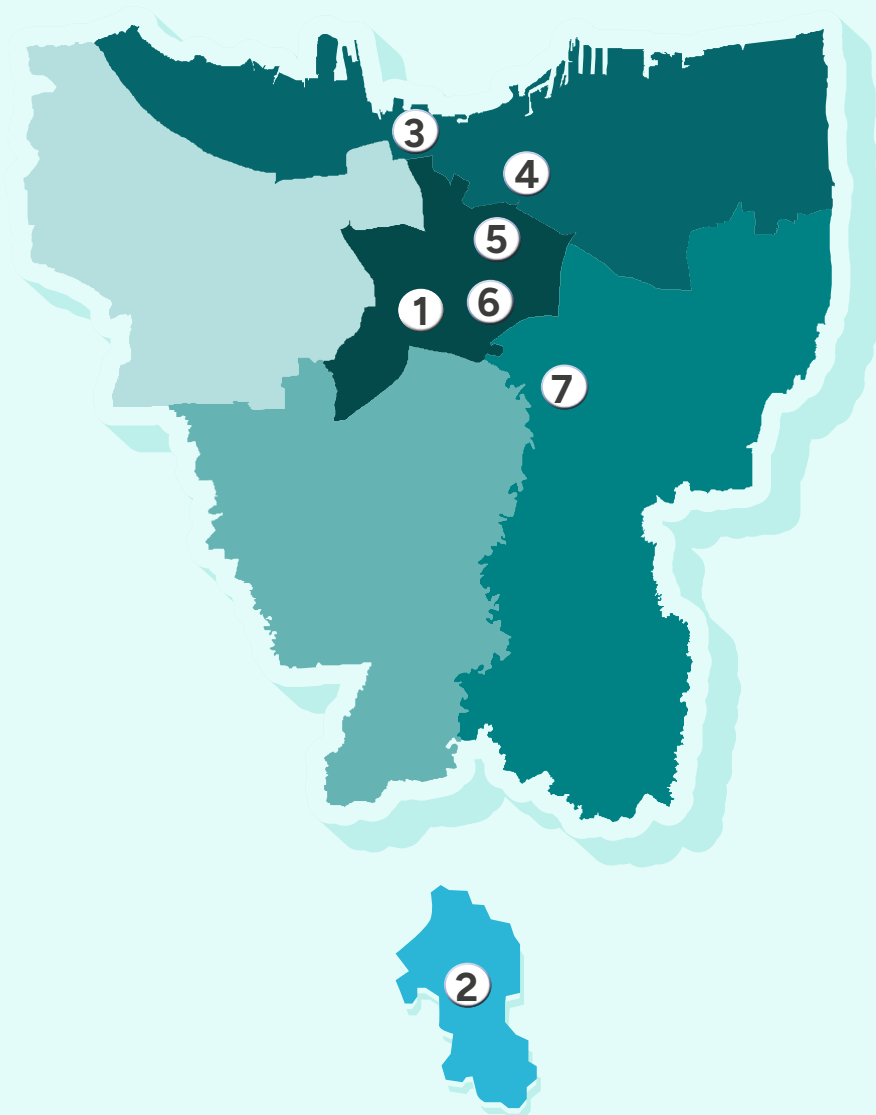
📍 Cempaka Putih,  
Jakarta Pusat

7



### C'ONE HOTEL PULOMAS

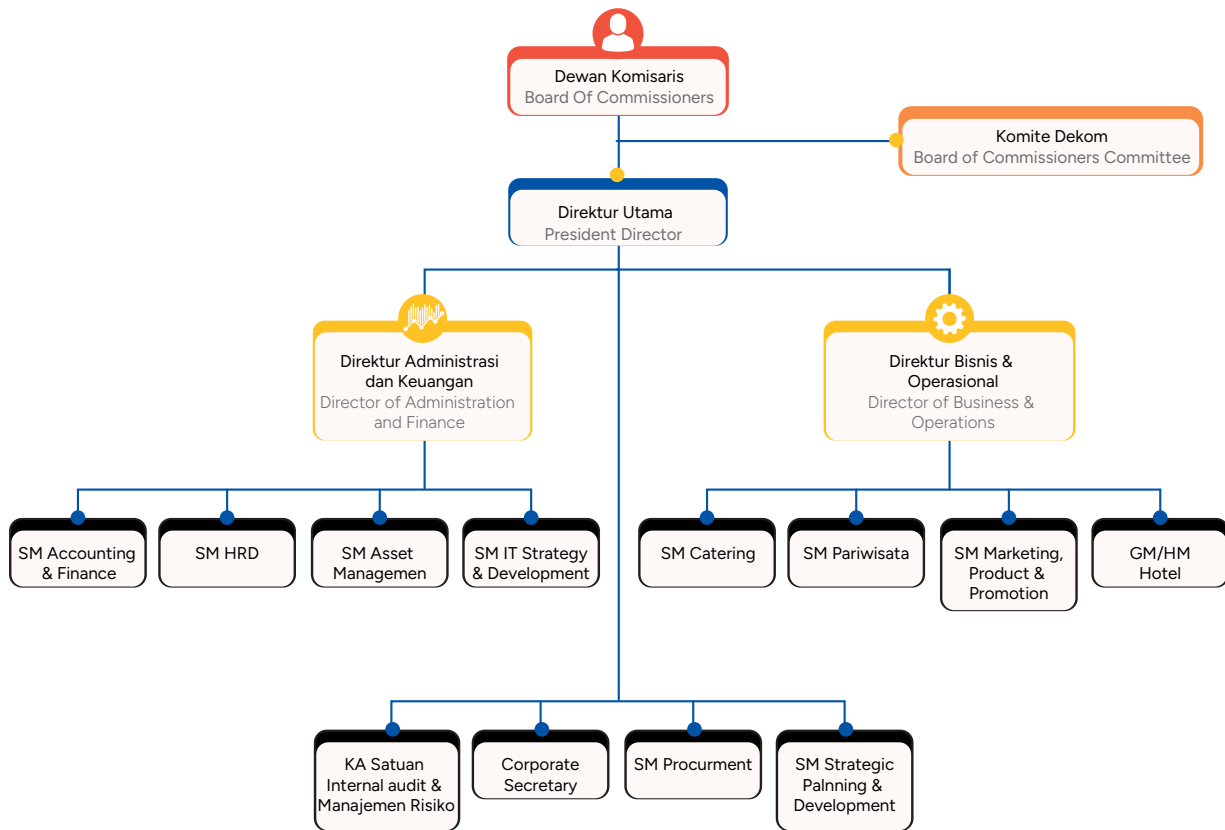
📍 Pulomas,  
Jakarta Pusat





# Struktur Organisasi

## Organization Structure



Komisaris Utama | President Commissioner : Biem Triani Benjamin

Komisaris | Commissioner : Yuari Prayanto

Komisaris | Commissioner : Peronata Taufik Fatah

Komite Audit Dekom | Audit Committee of the Board of Commissioners : Umar Suteiges Yulianto

Komite Pemantau Risiko dan Kepatuhan Dekom | Risk and Compliance Monitoring Committee Board of Commissioners : Dadi Winarti

Direktur Utama | President Director : Yunn Bali Mohammad Yusuf

Direktur Administrasi & Keuangan | Director of Administration and Finance : Zulfarshah

Direktur Bisnis & Operasional | Director of Business and Operations : Bogi Aditya Satrio Nugroho

Ka. Satuan Internal Audit & Manajemen Risiko: Haryanto

Corporate Secretary: AT. Erik Triadi

Senior Manager Procurement: Erry Diantoro

Senior Manager Strategic Planning & Development: Yogi Hansen Sirait

Senior Manager Accounting & Finance: Bambang Budiyanto

Senior Manager HRD: Alvin K Miliwang

Senior Manager Asset Management: Hafid Zikri

Senior Manager IT Strategy & Development: Nanang Kosim

Senior Manager Pariwisata: Muhammad Rayhan Islamy

Senior Manager Marketing Product & Promotion: Siti Fauziah

Senior Manager Catering: Dewi Asriyati

General Manager The Tavia Heritage: Suhendra

General Manager The Tavia Riverside: Edi Sutardi

General Manager The Tavia Rumabatavi: Deden Sukmana

General Manager Hotel d'Arcici Cempaka Putih: Nilam Pharamita

General Manager Hotel d'Arcici Sunter: Nurjanah

Hotel Manager C'One Cempaka Putih: Agus Sofyan

Hotel Manager C'One Pulomas: Kurniawansyah



# Perubahan Komposisi Dewan Komisaris dan Direksi

## Changes in Board of Commissioners and Directors Composition

### Perubahan Komposisi Dewan Komisaris Tahun 2025

#### Changes in Board of Commissioners Composition in 2025

Pada tahun 2025, Perseroan melakukan penyesuaian komposisi Dewan Komisaris sebagai bagian dari langkah berkelanjutan untuk memperkuat penerapan tata kelola perusahaan yang baik serta merespons tantangan dan dinamika bisnis yang semakin kompleks. Perubahan tersebut mencerminkan komitmen Perseroan dalam menghadirkan kepemimpinan strategis yang adaptif, profesional, dan menjunjung tinggi integritas guna mendukung pertumbuhan usaha yang berkelanjutan. Penyesuaian susunan Dewan Komisaris ini dilaksanakan sesuai dengan keputusan Rapat Umum Pemegang Saham (RUPS) yang diselenggarakan pada 14 Juli 2023, sebagaimana dituangkan dalam Akta Notaris Yualita Widyadhari, S.H., MKn., MKn Nomor 7 tanggal 25 Juli 2023.

Dengan demikian, susunan Dewan Komisaris Perseroan per 31 Desember 2025 adalah sebagai berikut:

In 2025, the Company made adjustments to the composition of its Board of Commissioners as part of its ongoing efforts to strengthen the implementation of good corporate governance and respond to increasingly complex business challenges and dynamics. These changes reflect the Company's commitment to providing adaptive, professional, and integrity-driven strategic leadership to support sustainable business growth. This adjustment to the composition of the Board of Commissioners was carried out in accordance with the decision of the General Meeting of Shareholders (GMS) held on July 14, 2023, as stated in Notarial Deed Yualita Widyadhari, S.H., MKn., MKn Number 7 dated July 25, 2023.

Thus, the composition of the Company's Board of Commissioners as of December 31, 2025 is as follows:

| Jabatan<br>Position                      | Susunan Dewan Komisaris<br>Board of Commissioners Composition |                                       |
|------------------------------------------|---------------------------------------------------------------|---------------------------------------|
|                                          | 31 Desember 2025<br>December 31, 2025                         | 31 Desember 2024<br>December 31, 2024 |
| Komisaris Utama   President Commissioner | Biem Triani Benjamin                                          | Agus Sudarno                          |
| Komisaris   Commissioner                 | Yuari Prayanto                                                | Muhammad Ichwan Ridwan                |
| Komisaris   Commissioner                 | Peronata Taufik Fatah                                         |                                       |

### Perubahan Komposisi Direksi Tahun 2025

#### Changes in Board of Directors Composition in 2025

Pada tahun 2025, Perseroan tidak melakukan penyesuaian susunan Direksi sebagai bagian dari langkah strategis dalam memperkuat struktur organisasi serta mendorong peningkatan kinerja operasional.

Dengan demikian, susunan Direksi Perseroan per 31 Desember 2025 adalah sebagai berikut:

In 2025, the Company did not make any adjustments to the composition of its Board of Directors as part of a strategic move to strengthen its organizational structure and drive operational performance improvement.

Thus, the composition of the Company's Board of Directors as of December 31, 2025 is as follows:

| Jabatan<br>Position                                                          | Susunan Direksi<br>Board of Directors Composition |                                       |
|------------------------------------------------------------------------------|---------------------------------------------------|---------------------------------------|
|                                                                              | 31 Desember 2025<br>December 31, 2025             | 31 Desember 2024<br>December 31, 2024 |
| Direktur Utama<br>President Director                                         | Yunn Bali Mohammad Yusuf                          | Yunn Bali Mohammad Yusuf              |
| Direktur Administrasi dan Keuangan<br>Director of Administration and Finance | Zulfarshah                                        | Zulfarshah                            |
| Direktur Bisnis dan Operasional<br>Director of Business and Operations       | Bogi Aditya Satrio                                | Bogi Aditya Satrio                    |

# Profil Dewan Komisaris

## Board of Commissioners Profile



### BIEM TRIANI BENJAMIN

Komisaris Utama  
President Commissioner

|                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|-----------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Usia<br>Age                                   | 62 tahun<br>62 years old                                                                                                                                                                                                                                                                                                                                                                                                                               |
| Kewarganegaraan<br>Citizenship                | Indonesia                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| Tempat, Tanggal Lahir<br>Place, Date of Birth | Jakarta, 13 Maret 1964<br>Jakarta, Maret 13, 1964                                                                                                                                                                                                                                                                                                                                                                                                      |
| Domisili<br>Domicile                          | Jakarta                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| Dasar Pengangkatan<br>Basis of Appointment    | Akta Notaris Abdul Kholik, S.H, M.Kn., No 7 Tanggal 13 Oktober 2025 (Surat Kumham perihal Penerimaan Pemberitahuan Perubahan Data Perseroan PT Jakarta Tourisindo Nomor: AHU-AH.01.09-0349604) Notarial Deed of Abdul Kholik, S.H., M.Kn., No. 7, dated October 13, 2025 (Letter from the Ministry of Law and Human Rights regarding the Receipt of Notification of Changes to the Corporate Data of PT Jakarta Tourisindo, No.: AHU-AH.01.09-0349604) |

|                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|-----------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Pendidikan<br>Education                       | <ul style="list-style-type: none"><li>Sedang ambil studi program S3 Hukum di Universitas Borobudur, Jakarta</li><li>Sekolah Tinggi Manajemen IMMI, Jakarta (2007)</li><li>Metropolitan States College, Denver, Colorado, United State of America Majoring in Computer Management Science (1988)</li><li>SMU Pangudi Luhur Jakarta (1983)</li><li>SMPN 13 Jakarta (1980)</li><li>SDN Tebet Pagi II Jakarta (1977)</li><li>Currently pursuing a PhD in Law at Borobudur University, Jakarta</li><li>IMMI School of Management, Jakarta, (2007)</li><li>Metropolitan States College, Denver, Colorado, United States of America, majoring in Computer Management Science, (1988)</li><li>Pangudi Luhur Senior High School, Jakarta, (1983)</li><li>State Junior High School No. 13, Jakarta, (1980)</li><li>Tebet Pagi II State Primary School, Jakarta, (1977)</li></ul>                                                                                                                                                                                                                                                     |
| Riwayat Karier<br>Career History              | <ul style="list-style-type: none"><li>Komisaris Utama PT. Jakarta Tourisindo / JXB (BUMD) Jakarta Periode 2025 – sekarang</li><li>Anggota Dewan Perwakilan Rakyat ( DPR RI ) Periode (2014-2019)</li><li>Anggota Dewan Perwakilan Daerah ( DPD RI ) Periode (2004-2009)</li><li>President Director PT. Etnikom Persada Raya Tahun (2000 – Sekarang)</li><li>President Director PT. Begaya Nyanyian Irama Sejati (BENS RADIO 106.2 FM) Jakarta Tahun (1989 – Sekarang)</li><li>Marketing PT. Santos Jaya Abadi (Kopi Kapal Api) Jakarta Tahun (1989)</li><li>Chairman of the Board of Commissioners of PT. Jakarta Tourisindo / JXB (Regional State-Owned Enterprise) Jakarta, 2025–present</li><li>Member of the House of Representatives (DPR RI), 2014–2019</li><li>Member of the Regional Representatives Council (DPD RI), (2004–2009)</li><li>President Director of PT. Etnikom Persada Raya, 2000–present</li><li>President Director of PT. Begaya Nyanyian Irama Sejati (BENS RADIO 106.2 FM), Jakarta, 1989–present</li><li>Marketing Manager at PT. Santos Jaya Abadi (Kopi Kapal Api), Jakarta, (1989)</li></ul> |
| Rangkap Jabatan<br>Concurrent Position        | Tidak merangkap jabatan sebagai anggota Direksi, anggota Dewan Komisaris, dan/atau anggota komite serta jabatan lainnya baik di dalam maupun di luar JXB.<br>No concurrent positions as members of the Board of Directors, Board of Commissioners, committees, or other positions inside or outside JXB.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| Hubungan Afiliasi<br>Affiliation Relationship | Tidak memiliki hubungan afiliasi dengan Pemegang Saham Utama JXB maupun dengan sesama anggota Dewan Komisaris dan Direksi JXB.<br>No affiliation with the Major Shareholders of JXB nor with fellow members of the Board of Commissioners and Directors of JXB.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |





## Ir. YUARI PRAYANTO

Komisaris  
Commissioner

|                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|-----------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Usia<br>Age                                         | 52 tahun<br>52 years old                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| Kewarganegaraan<br>Citizenship                      | Indonesia                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| Tempat, Tanggal<br>Lahir<br>Place, Date of<br>Birth | Jakarta, 24 April 1973<br>Jakarta, April 24, 1973                                                                                                                                                                                                                                                                                                                                                                                                                |
| Domisili<br>Domicile                                | Jakarta                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| Dasar<br>Pengangkatan<br>Basis of<br>Appointment    | Akta Notaris Yualita Widyadhari S.H, MKn., No 2 Tanggal 4 Agustus 2025 (Surat Kumham perihal Penerimaan Pemberitahuan Perubahan Data Perseroan PT Jakarta Tourisindo Nomor: AHU-AH.01.09-0321519)<br>Notarial Deed of Yualita Widyadhari, S.H., M.Kn., No. 2, dated August 4, 2025 (Letter from the Ministry of Law and Human Rights regarding the Receipt of Notification of Changes to the Corporate Data of PT Jakarta Tourisindo, No.: AHU-AH.01.09-0321519) |

|                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|-----------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Pendidikan<br>Education                             | <ul style="list-style-type: none"> <li>S2 Pasca Sarjana Interstudi Jakarta</li> <li>S1 Teknik Komputer STMIK Jakarta</li> <li>S1 Teknik Informatika Universitas Respati Jakarta</li> <li>SMA Negeri 3 Setiabudi - Jakarta Selatan</li> <li>SMP Negeri 124 Duren Tiga - Jakarta Selatan</li> <li>SD Negeri Kemang Bangka 05 Pagi - Jakarta Selatan</li> <li>Master's Degree in Interdisciplinary Studies, Jakarta;</li> <li>Bachelor's Degree in Computer Engineering, STMIK Jakarta</li> <li>Bachelor's Degree in Computer Science, Respati University, Jakarta</li> <li>Setiabudi 3 Public High School - South Jakarta</li> <li>Duren Tiga 124 Public Junior High School - South Jakarta</li> <li>Kemang Bangka 05 Morning Public Elementary School - South Jakarta</li> </ul>                                                                                                                                                                                                                                     |
| Riwayat<br>Karier<br>Career<br>History              | <p>PT Genta Prayanta - Banten (2001-2008)</p> <ul style="list-style-type: none"> <li>Konsultan IT Kantor Media &amp; Perhotelan</li> <li>Konsultan Branding</li> <li>Direktur Utama</li> </ul> <p>PT Naraprana Jakarta (2008-2015)</p> <ul style="list-style-type: none"> <li>Head National Database</li> <li>Head Creative Visual Design</li> <li>Head Web Programmer</li> </ul> <p>Creative Consultant &amp; Production (2015-sekarang)</p> <p>Komisaris PT Jakarta Tourisindo (Perseroda) (2025)</p> <p>PT Genta Prayanta - Banten (2001-2008)</p> <ul style="list-style-type: none"> <li>IT Consultant for Media &amp; Hospitality</li> <li>Branding Consultant</li> <li>CEO</li> </ul> <p>PT Naraprana Jakarta (2008-2015)</p> <ul style="list-style-type: none"> <li>Head of National Database</li> <li>Head of Creative Visual Design</li> <li>Head of Web Programming</li> </ul> <p>Creative Consultant &amp; Production (2015-present)</p> <p>Commissioner of PT Jakarta Tourisindo (Perseroda) (2025)</p> |
| Organisasi<br>Organization                          | <ul style="list-style-type: none"> <li>Pembina Persatuan Seniman Komedi Indonesia (Paski)</li> <li>Pembina Royal Rider (RORI) Jakarta</li> <li>Advisor to the Indonesian Comedy Artists Association (Paski)</li> <li>Advisor to Royal Rider (RORI) Jakarta</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| Rangkap<br>Jabatan<br>Concurrent<br>Position        | <p>Tidak memiliki hubungan afiliasi dengan Pemegang Saham Utama JXB maupun dengan sesama anggota Dewan Komisaris dan Direksi JXB.</p> <p>No concurrent positions as members of the Board of Directors, Board of Commissioners, committees, or other positions inside or outside JXB.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| Hubungan<br>Afiliasi<br>Affiliation<br>Relationship | <p>Tidak memiliki hubungan afiliasi dengan Pemegang Saham Utama JXB maupun dengan sesama anggota Dewan Komisaris dan Direksi JXB.</p> <p>No affiliation with the Major Shareholders of JXB nor with fellow members of the Board of Commissioners and Directors of JXB.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |



## PERONATA TAUFIK FATAH, SE, Ak.

Komisaris  
Commissioner



|                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|-----------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Usia<br>Age                                   | 52 tahun<br>52 years old                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| Kewarganegaraan<br>Citizenship                | Indonesia                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| Tempat, Tanggal Lahir<br>Place, Date of Birth | Jakarta, 3 Januari 1974<br>Jakarta, Januari 3, 1974                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Domisili<br>Domicile                          | Jakarta                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| Dasar Pengangkatan<br>Basis of Appointment    | Akta Notaris Yualita Widyadhari S.H, MKn., No 2 Tanggal 4 Agustus 2025 (Surat Kumham perihal Penerimaan Pemberitahuan Perubahan Data Perseroan PT Jakarta Tourisindo Nomor: AHU-AH.01.09-0321519)<br>Notarial Deed of Yualita Widyadhari, S.H., MKn., M.Kn., No. 2, dated August 4, 2025 (Letter from the Ministry of Law and Human Rights regarding the Receipt of Notification of Changes to the Corporate Data of PT Jakarta Tourisindo, No.: AHU-AH.01.09-0321519) |

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|-----------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Pendidikan<br>Education                       | <ul style="list-style-type: none"> <li>S1 Akuntansi Universitas Airlangga</li> <li>SMA Negeri 1 Denpasar</li> <li>SMP Negeri 1 Denpasar</li> <li>SD Negeri Grogol Utara 1 Jakarta Selatan</li> <li>Bachelor of Accounting, Airlangga University</li> <li>Denpasar 1 Public High School</li> <li>Denpasar 1 Public Junior High School</li> <li>Grogol Utara 1 Public Elementary School, South Jakarta</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| Riwayat Karier<br>Career History              | <ul style="list-style-type: none"> <li>Program Director PT AJ Production (1997)</li> <li>Account Executive PT Tribuana Cahya Ananta (2002)</li> <li>Direktur Authorized Outlet PT Sedayu Kurniatama Nusa (2003)</li> <li>VP GA &amp; Marketing Authorized Dealer PT Hastika Telekomunikasi Kencana (2005)</li> <li>VP Business &amp; Development (2010)</li> <li>Staf Ahli Anggota DPR RI, Komisi 1 DPR RI (2011)</li> <li>Staf Khusus (Konsultan Penghubung) BOD Telkomsel &amp; Telkom (2011)</li> <li>Komisaris Utama PT Karya Integrasi 89 (2012)</li> <li>Account Director PT Media Telekomunikasi Mandiri (2015)</li> <li>Komisaris PT Dignity Multimedia Kreasi (2015)</li> <li>Executive Sales Account PT. Bina Mitra Sejati Tower Provider for Telkomsel (2016)</li> <li>Komisaris &amp; Owner PT Telesat System Integrator (2020)</li> <li>Executive Sales Account PT Poguyaman Kreasindo (2023)</li> <li>Komisaris PT Jakarta Tourisindo (Perseroda) (2025)</li> <li>Program Director at PT AJ Production (1997)</li> <li>Account Executive at PT Tribuana Cahya Ananta (2002)</li> <li>Director of Authorized Outlets at PT Sedayu Kurniatama Nusa (2003)</li> <li>Vice President of General Affairs &amp; Marketing, Authorized Dealer at PT Hastika Telekomunikasi Kencana (2005)</li> <li>Vice President of Business &amp; Development (2010)</li> <li>Special Advisor to a Member of the Indonesian House of Representatives, Commission I (2011)</li> <li>Special Staff (Liaison Consultant) to the Board of Directors of Telkomsel &amp; Telkom (2011)</li> <li>President Commissioner of PT Karya Integrasi 89 (2012)</li> <li>Account Director at PT Media Telekomunikasi Mandiri (2015)</li> <li>Commissioner of PT Dignity Multimedia Kreasi (2015)</li> <li>Executive Sales Account at PT Bina Mitra Sejati, a Tower Provider for Telkomsel (2016)</li> <li>Commissioner &amp; Owner of PT Telesat System Integrator (2020)</li> <li>Executive Sales Account at PT Poguyaman Kreasindo (2023)</li> <li>Commissioner of PT Jakarta Tourisindo (Perseroda) (2025)</li> </ul> |
| Rangkap Jabatan<br>Concurrent Position        | <p>Tidak merangkap jabatan sebagai anggota Direksi, anggota Dewan Komisaris, dan/atau anggota komite serta jabatan lainnya baik di dalam maupun di luar JXB.</p> <p>No concurrent positions as members of the Board of Directors, Board of Commissioners, committees, or other positions inside or outside JXB.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| Hubungan Afiliasi<br>Affiliation Relationship | <p>Tidak memiliki hubungan afiliasi dengan Pemegang Saham Utama JXB maupun dengan sesama anggota Dewan Komisaris dan Direksi JXB.</p> <p>No affiliation with the Major Shareholders of JXB nor with fellow members of the Board of Commissioners and Directors of JXB.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |



## Profil Direksi

### Board Of Directors Profile



#### YUNN BALI MOHAMMAD YUSUF, S.Si., M.M.

Direktur Utama  
President Director

|                                               |                                                                                                                                                                                                                            |
|-----------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Usia<br>Age                                   | 57 tahun<br>57 years old                                                                                                                                                                                                   |
| Kewarganegaraan<br>Citizenship                | Indonesia                                                                                                                                                                                                                  |
| Tempat, Tanggal Lahir<br>Place, Date of Birth | Ende, 2 Juni 1968<br>Ende, June 2, 1968                                                                                                                                                                                    |
| Dasar Pengangkatan<br>Basis of Appointment    | Akta Pernyataan Keputusan Sirkuler Para Pemegang Saham PT Jakarta Tourisindo No 14 Tanggal 31 Januari 2024.<br>Notarial Deed of Circular Resolution of Shareholders of PT Jakarta Tourisindo No 14 dated January 31, 2024. |

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|-------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Pendidikan<br>Education | <ul style="list-style-type: none"> <li>• Doctor of Natural Resources and Environmental Management Science, IPB University, Bogor (2022-sekarang)</li> <li>• Master of Management, Majoring in Marketing Management, Universitas Atmajaya, Yogyakarta (1995-1997)</li> <li>• Sarjana Science, Geographic Faculty, Majoring Technical Geographic Program Study Remote Sensing, Universitas Gajah Mada (UGM), Yogyakarta (1988-1995)</li> <li>• Doctor of Natural Resources and Environmental Management Science, IPB University, Bogor (2022-present)</li> <li>• Master of Management, majoring in Marketing Management, Atmajaya University, Yogyakarta (1995-1997)</li> <li>• Bachelor of Science, Faculty of Geography, specializing in Technical Geographic Program Study Remote Sensing, Gadjah Mada University (UGM), Yogyakarta (1988-1995)</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| Pelatihan<br>Training   | <ul style="list-style-type: none"> <li>• Pelatihan Standardized to Better and Safe Live, Badan Standarisasi Nasional Jakarta (2005)</li> <li>• Pelatihan Internal Quality Auditor, ISO 9000.2000, Jakarta (2004)</li> <li>• Pelatihan, Internal Pelatihan Water Treatment, Jakarta (2004)</li> <li>• Lokakarya Teknik Printing Flexografi, Dupont, Peninsula Hotel, Jakarta (2003)</li> <li>• Pelatihan QS 9000, KEMA, Boulevard Hotel, Jakarta (2002)</li> <li>• Pelatihan Leadership, Focus, Bintan Resort, P. Bintan (2001)</li> <li>• Pelatihan Internal Quality Auditor, TUV, Hotel Bumi Wiyata, Depok (2000)</li> <li>• Pelatihan Supervisi Efektif, Prasetya Mulya, Jakarta (2000)</li> <li>• Pelatihan Implementasi ISO 9000 –9001, Hotel Via Renata Cipanas, Bogor (1999)</li> <li>• Seminar Sehari Program Pengembangan Budaya Layanan, BRI, Bogor (1998)</li> <li>• Seminar “Program Marketing dan Public Relation Untuk Memenangkan Persaingan Bisnis, Hotel Radisson, Yogyakarta (1997)</li> <li>• Seminar Sehari “Kepemimpinan Efektif”, Univ. Atmajaya, Yogyakarta (1997)</li> <li>• Pelatihan “Public Relation”, Auditorium Rektorat IPB, Darmaga, Bogor (1997)</li> <li>• Seminar Penginderaan Jauh dan Sistem Informasi Geografi dalam Memasuki PJPT II, UC, UGM (1993)</li> <li>• Standardized to Better and Safe Life Training, National Standardization Agency Jakarta (2005)</li> <li>• Internal Quality Auditor Training, ISO 9000.2000, Jakarta (2004)</li> <li>• Internal Water Treatment Training, Jakarta (2004)</li> <li>• Flexography Printing Technique Workshop, Dupont, Peninsula Hotel, Jakarta (2003)</li> <li>• QS 9000 Training, KEMA, Boulevard Hotel, Jakarta (2002)</li> <li>• Leadership Training, Focus, Bintan Resort, Bintan Island (2001)</li> <li>• Internal Quality Auditor Training, TUV, Hotel Bumi Wiyata, Depok (2000)</li> <li>• Effective Supervision Training, Prasetya Mulya, Jakarta (2000)</li> <li>• ISO 9000 – 9001 Implementation Training, Hotel Via Renata Cipanas, Bogor (1999)</li> <li>• One-day Service Culture Development Program Seminar, BRI, Bogor (1998)</li> <li>• Marketing and Public Relation Program Seminar to Win Business Competition, Radisson Hotel, Yogyakarta (1997)</li> <li>• One-day Effective Leadership Seminar, Atmajaya University, Yogyakarta (1997)</li> <li>• Public Relation Training, IPB Rectorate Auditorium, Darmaga, Bogor (1997)</li> <li>• Remote Sensing and Geographic Information System Seminar entering PJPT II, UC, UGM (1993)</li> </ul> |



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|-------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Riwayat Karier<br>Career History          | <ul style="list-style-type: none"> <li>Konsultan, PT Telkom Landmark Tower (2021)</li> <li>Konsultan, PT Graha Sarana Duta (2018-2020)</li> <li>Wakil Direktur, Management Representative, PT Graha Mandiri Manajemen Terpadu (2017-Sekarang)</li> <li>Direktur Utama, PT Graha Mandiri Manajemen Terpadu (2015-2017)</li> <li>Konsultan, Angkasa Pura 1 (2015)</li> <li>Wakil Direktur, PT Graha Mandiri Manajemen Terpadu (2014-2015)</li> <li>Direktur Marketing, PT Graha Mandiri Manajemen Terpadu (2012-2014)</li> <li>Wakil Direktur Pemasaran, PT Graha Mandiri Manajemen Terpadu (2007-2012)</li> <li>Konsultan, Komisi Pemberantasan Korupsi (2008)</li> <li>Direktur Operasional, PT Sejahtera Abadi Karya (2007-2008)</li> <li>Kepala Divisi Home Care Unit, PT Graha Mandiri Tritunggal (2006-2007)</li> <li>Asisten Manajer Penjualan &amp; Pemasaran, PT Guru Indonesia, a packaging coy of SIME DARBY GROUP, Jakarta (1998-2006)</li> <li>Business Development, Michigan College, Jakarta (1997-1998)</li> <li>Penjualan dan Pemasaran, PT Phinisi Cipta Pratama, Yogyakarta (1995-1996)</li> <li>Penasihat, PT The Service Line</li> <li>Consultant, PT Telkom Landmark Tower (2021)</li> <li>Consultant, PT Graha Sarana Duta (2018-2020)</li> <li>Deputy Director, Management Representative, PT Graha Mandiri Manajemen Terpadu (2017-present)</li> <li>President Director, PT Graha Mandiri Manajemen Terpadu (2015-2017)</li> <li>Consultant, Angkasa Pura 1 (2015)</li> <li>Deputy Director, PT Graha Mandiri Manajemen Terpadu (2014-2015)</li> <li>Marketing Director, PT Graha Mandiri Manajemen Terpadu (2012-2014)</li> <li>Deputy Marketing Director, PT Graha Mandiri Manajemen Terpadu (2007-2012)</li> <li>Consultant, Corruption Eradication Commission (2008)</li> <li>Operational Director, PT Sejahtera Abadi Karya (2007-2008)</li> <li>Head of Home Care Unit Division, PT Graha Mandiri Tritunggal (2006-2007)</li> <li>Sales &amp; Marketing Assistant Manager, PT Guru Indonesia, a packaging company of SIME DARBY GROUP, Jakarta (1998-2006)</li> <li>Business Development, Michigan College, Jakarta (1997-1998)</li> <li>Sales and Marketing, PT Phinisi Cipta Pratama, Yogyakarta (1995-1996)</li> <li>Advisor, PT The Service Line</li> </ul> |
| Prestasi Achievement                      | <ul style="list-style-type: none"> <li>Ketua Kagama Cup (2021)</li> <li>Ketua Komisi Pertandingan Copa Flobamora (2017) Ketua Panitia Wuamesu Cup 1 (2019)</li> <li>Ketua Panitia GMT Futsal (2017)</li> <li>Floreta Cup (2008)</li> <li>Komunitas Football Sleman, DI Yogyakarta (1995)</li> <li>Anggota Komunitas Football Indonesia, Mataram – Yogyakarta (1988-1995)</li> <li>Ketua Pelajar Penginderaan Jauh, UGM (1988-1995)</li> <li>Wakil ketua Komunitas Mahasiswa Ende-Flores, DI Yogyakarta (1991-1993)</li> <li>Komite Pengarah Mahasiswa Fakultas Geografi, UGM (1991-1993)</li> <li>Chairman Kagama Cup (2021)</li> <li>Chairman of the Match Commission Copa Flobamora (2017)</li> <li>Chairman of the Wuamesu Cup 1 Committee (2019)</li> <li>Chairman of the GMT Futsal Committee (2017)</li> <li>Floreta Cup (2008)</li> <li>Sleman Football Community, DI Yogyakarta (1995)</li> <li>Member of the Indonesia Football Community, Mataram – Yogyakarta (1988-1995)</li> <li>Chairman of Remote Sensing Student, UGM (1988-1995)</li> <li>Vice Chairman of Ende-Flores Student Community, DI Yogyakarta (1991-1993)</li> <li>Steering Committee of Geography Faculty Students, UGM (1991-1993)</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| Aktivitas Akademik<br>Academic Activities | <ul style="list-style-type: none"> <li>Turnamen Tennis Sime Darby KL, Malaysia (2004)</li> <li>Turnamen Tennis Sime Darby Group di KL, Malaysia (2003)</li> <li>Dosen Tamu, Program Magister Manajemen, IPB, Bogor (2003)</li> <li>Turnamen Tennis Sime Darby KL in KL, Malaysia (2002)</li> <li>Karyawan Terbaik Tahun Ini, PT Guru Indonesia, Jakarta (2001)</li> <li>Pekan Olahraga Mahasiswa Nasional, Surabaya (Tim Sepak Bola, delegasi dari DI Yogyakarta) (1992)</li> <li>Pekan Olahraga Mahasiswa Nasional, Yogyakarta (Tim Sepak Bola, delegasi dari DI Yogyakarta) (1990)</li> <li>Sime Darby Tennis Tournament KL, Malaysia (2004)</li> <li>Sime Darby Group Tennis Tournament in KL, Malaysia (2003)</li> <li>Guest Lecturer, Master of Management Program, IPB, Bogor (2003)</li> <li>Sime Darby Tennis Tournament KL in KL, Malaysia (2002)</li> <li>Employee of the Year, PT Guru Indonesia, Jakarta (2001)</li> <li>National Student Sports Week, Surabaya (Football Team, delegate from DI Yogyakarta) (1992)</li> <li>National Student Sports Week, Yogyakarta (Football Team, delegate from DI Yogyakarta) (1990)</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |

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|-----------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Organisasi<br>Organization                    | <ul style="list-style-type: none"> <li>• TOP CEO BUMD – TOP BUMD Awards 2024 (Pak Yunn Bali)</li> <li>• BUMD EMPAT BINTANG, Kategori Aneka Usaha – TOP BUMD Awards 2024</li> <li>• The Most Promising Company in Strategic Marketing – Kategori Perusahaan BUMN/Anak Perusahaan BUMN/BUMD. BUMD Entrepreneurial Marketing Award 2024</li> <li>• The Most Promising Company in Marketing 5.0 – Kategori Perusahaan BUMN/Anak Perusahaan BUMN/BUMD. BUMD Entrepreneurial Marketing Award 2024</li> <li>• TOP CEO BUMD – TOP BUMD Awards 2024 (Mr. Yunn Bali)</li> <li>• Four Star BUMD, Various Businesses Category – TOP BUMD Awards 2024</li> <li>• The Most Promising Company in Strategic Marketing – State-Owned Enterprises/ Subsidiaries/Regional-Owned Enterprises Category. BUMD Entrepreneurial Marketing Award 2024</li> <li>• The Most Promising Company in Marketing 5.0 – State-Owned Enterprises/Subsidiaries/ Regional-Owned Enterprises Category. BUMD Entrepreneurial Marketing Award 2024</li> </ul> |
| Rangkap Jabatan<br>Concurrent Position        | <p>Tidak merangkap jabatan sebagai anggota Direksi, anggota Dewan Komisaris, dan/atau anggota komite serta jabatan lainnya baik di dalam maupun di luar JXB.</p> <p>No concurrent positions as members of the Board of Directors, Board of Commissioners, committees, or other positions inside or outside JXB.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| Hubungan Afiliasi<br>Affiliation Relationship | <p>Tidak memiliki hubungan afiliasi dengan Pemegang Saham Utama JXB maupun dengan sesama anggota Dewan Komisaris dan Direksi JXB.</p> <p>No affiliation with the Major Shareholders of JXB nor with fellow members of the Board of Commissioners and Directors of JXB.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |





## ZULFARSHAH, S.E., M.M.

Direktur Administrasi dan Keuangan  
Director of Administration and Finance



|                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|--------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Usia<br>Age                                      | 57 tahun<br>57 years old                                                                                                                                                                                                                                                                                                                                                                                                               |
| Kewarganegaraan<br>Citizenship                   | Indonesia                                                                                                                                                                                                                                                                                                                                                                                                                              |
| Tempat, Tanggal<br>Lahir<br>Place, Date of Birth | Pontianak, 7 April 1968<br>Pontianak, April 7, 1968                                                                                                                                                                                                                                                                                                                                                                                    |
| Domisili<br>Domicile                             | Jakarta.                                                                                                                                                                                                                                                                                                                                                                                                                               |
| Dasar<br>Pengangkatan<br>Basis of<br>Appointment | Keputusan Pemegang Saham secara sirkuler tanggal 26 November 2019<br>Akta Notaris Yualita Widyadhari, S.H., MKn., M.Kn., No. 18 tanggal 11 Desember 2019<br>Kementerian Hukum dan HAM No. AHU-AH.01.03-037425<br><br>Circular resolution of Shareholders dated November 26, 2019<br>Notarial Deed of Yualita Widyadhari, S.H., MKn., M.Kn., No. 18 dated December 11, 2019<br>Ministry of Law and Human Rights No. AHU-AH.01.03-037425 |

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|--------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Pendidikan<br>Education                          | Magister Manajemen, Universitas Gunadarma<br>Master of Management, Gunadarma University                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Riwayat Karier<br>Career History                 | <ul style="list-style-type: none"> <li>Direktur Administrasi dan Keuangan di PT Jakarta Tourisindo (Perseroda) (2019-sekarang)</li> <li>Direktur Kepatuhan di PT Bank DKI (2018-2019)</li> <li>Corporate Secretary di PT Bank DKI (2014-2018)</li> <li>Pj. Pemimpin Corporate Secretary di PT Bank DKI (2013-2014)</li> <li>Pemimpin Divisi Kesekretariatan di PT Bank DKI (2010-2013)</li> <li>Pemimpin Divisi Dana dan Jasa Grup Treasury di PT Bank DKI (2009-2010)</li> <li>Pemimpin Cabang Pembantu di PT Bank DKI di Samsat Polda (2006-2009)</li> <li>Petugas Biro Kepegawaian di PT Bank DKI (1987-1988)</li> <li>Director of Administration and Finance at PT Jakarta Tourisindo (Perseroda) (2019-present)</li> <li>Compliance Director at PT Bank DKI (2018-2019)</li> <li>Corporate Secretary at PT Bank DKI (2014-2018)</li> <li>Acting Head of Corporate Secretary at PT Bank DKI (2013-2014)</li> <li>Head of Secretariat Division at PT Bank DKI (2010-2013)</li> <li>Head of Fund and Treasury Services Division at PT Bank DKI (2009-2010)</li> <li>Head of Branch Office at PT Bank DKI, Samsat Police Headquarters (2006-2009)</li> <li>Personnel Bureau Officer at PT Bank DKI (1987-1988)</li> </ul> |
| Prestasi<br>Achievement                          | <ul style="list-style-type: none"> <li>Menerima piagam penghargaan sebagai Legenda Olahraga dari Kementerian Pemuda dan Olahraga RI (2017)</li> <li>Menerima penghargaan masa kerja 25 tahun (2013)</li> <li>Menerima penghargaan masa kerja 15 tahun (2004)</li> <li>Received a Sports Legend award from the Ministry of Youth and Sports of the Republic of Indonesia (2017)</li> <li>Received 25-year service award (2013)</li> <li>Received 15-year service award (2004)</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Rangkap Jabatan<br>Concurrent Position           | Tidak merangkap jabatan sebagai anggota Direksi, anggota Dewan Komisaris, dan/atau anggota komite serta jabatan lainnya baik di dalam maupun di luar JXB.<br>No concurrent positions as members of the Board of Directors, Board of Commissioners, committees, or other positions inside or outside JXB.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| Hubungan Afiliasi<br>Affiliation<br>Relationship | Tidak memiliki hubungan afiliasi dengan Pemegang Saham Utama JXB maupun dengan sesama anggota Dewan Komisaris dan Direksi JXB.<br>No affiliation with the Major Shareholders of JXB nor with fellow members of the Board of Commissioners and Directors of JXB.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |





## BOGI ADITYA SATRIO NUGROHO, S.T., M.M.

Direktur Bisnis dan Operasional  
Director of Business and Operations

|                                               |                                                                                                                                                                                                                  |
|-----------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Usia<br>Age                                   | 54 tahun<br>54 years old                                                                                                                                                                                         |
| Kewarganegaraan<br>Citizenship                | Indonesia                                                                                                                                                                                                        |
| Tempat, Tanggal Lahir<br>Place, Date of Birth | Balikpapan, 15 September 1971<br>Balikpapan, September 15, 1971                                                                                                                                                  |
| Domisili<br>Domicile                          | Bekasi Barat<br>West Bekasi                                                                                                                                                                                      |
| Dasar Pengangkatan<br>Basis of Appointment    | Akta Pernyataan Sirkuler Para Pemegang Saham PT Jakarta Tourisindo no 27 Tanggal 30 November 2023.<br>Circular Resolution Notarial Deed of Shareholders of PT Jakarta Tourisindo No. 27 dated November 30, 2023. |

|                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|-----------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Pendidikan<br>Education                       | <ul style="list-style-type: none"> <li>Magister Management, Business 2nd best graduate, IPMI International Business School (2001-2003)</li> <li>Sarjana Teknik, Civil Engineering, Institut Teknologi Bandung (1989-1994)</li> <li>Master of Management, Business 2nd best graduate, IPMI International Business School (2001-2003)</li> <li>Bachelor of Engineering, Civil Engineering, Bandung Institute of Technology (1989-1994)</li> </ul>                                                                                                                                                                                                                                                                                                               |
| Riwayat Karier<br>Career History              | <ul style="list-style-type: none"> <li>SVP of Transformation &amp; Change Management, Injourney, PT Aviassi Pariwisata Indonesia (Persero) (2022-2023)</li> <li>Direktur Utama, Kopelland, PT Kopel Lahan Andalan (2014-2022)</li> <li>Partner, Skha Consulting, PT Skha Indonesia (2003-2022)</li> <li>Head of Teknik Contractor Division, Yasa, PT Yasa Patria Perkasa (1994-2003)</li> <li>SVP of Transformation &amp; Change Management, Injourney, PT Aviassi Pariwisata Indonesia (Persero) (2022-2023)</li> <li>President Director, Kopelland, PT Kopel Lahan Andalan (2014-2022)</li> <li>Partner, Skha Consulting, PT Skha Indonesia (2003-2022)</li> <li>Head of Technical Contractor Division, Yasa, PT Yasa Patria Perkasa (1994-2003)</li> </ul> |
| Prestasi<br>Achievement                       | <ul style="list-style-type: none"> <li>Pengembang Paling Inovatif Tahun Ini (rumah.com)</li> <li>100 Perusahaan Properti Paling Dikagumi (Properti &amp; Bank)</li> <li>Apartemen dengan Desain Terbaik Swarnabumi Residence Bandung (Indonesia My Home Award II)</li> <li>BOD-1 termuda di kontraktor terkemuka (Yasa)</li> <li>The Most Innovative Developer of The Year (rumah.com)</li> <li>100 Most Admired Property Companies (Property &amp; Bank)</li> <li>Best Design Apartemen Swarnabumi Residence Bandung (Indonesia My Home Award II)</li> <li>Youngest ever BOD-1 in leading contractors (Yasa)</li> </ul>                                                                                                                                      |
| Rangkap Jabatan<br>Concurrent Position        | <p>Tidak merangkap jabatan sebagai anggota Direksi, anggota Dewan Komisaris, dan/atau anggota komite serta jabatan lainnya baik di dalam maupun di luar JXB.</p> <p>No concurrent positions as members of the Board of Directors, Board of Commissioners, committees, or other positions inside or outside JXB.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| Hubungan Afiliasi<br>Affiliation Relationship | <p>Tidak memiliki hubungan afiliasi dengan Pemegang Saham Utama JXB maupun dengan sesama anggota Dewan Komisaris dan Direksi JXB.</p> <p>No affiliation with the Major Shareholders of JXB nor with fellow members of the Board of Commissioners and Directors of JXB.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |

Profil Pejabat Eksekutif

Executive Officer Profile



Haryanto, SE, M. Ak, PIA, CRMO, CPRBIA, CTFIAIA, CTIA, CAIA, CFAS, CCFE, CRMA, CICP, CPGRC, C.RM, CSLM

Kepala Satuan Internal Audit dan Manajemen Risiko  
Head of Internal Audit Unit and Risk Management Unit

|                                               |                                                                               |
|-----------------------------------------------|-------------------------------------------------------------------------------|
| Usia<br>Age                                   | 50 Tahun<br>50 Years old                                                      |
| Kewarganegaraan<br>Citizenship                | Indonesia                                                                     |
| Tempat, Tanggal Lahir<br>Place, Date of Birth | Jakarta, 17 Agustus 1976<br>Jakarta, August 17, 1976                          |
| Domisili<br>Domicile                          | Bekasi                                                                        |
| Dasar Pengangkatan<br>Basis of Appointment    | SK Direksi Nomor 129 Tahun 2024.<br>Board of Directors Decree No. 129 of 2024 |

|                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|-----------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Dasar Pengangkatan<br>Basis of Appointment    | SK Direksi Nomor 129 Tahun 2024.<br>Board of Directors Decree No. 129 of 2024                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| Pendidikan<br>Education                       | Tahun 1999: S1-Sekolah Tinggi Ilmu Ekonomi Indonesia (STEI)<br>Tahun 2024 : S2-Sekolah Tinggi Ilmu Ekonomi Indonesia (STEI)<br>Year 1999: S1 -Indonesian College of Economics (STEI)<br>Year 2024: Master's Degree - Indonesian College of Economics (STEI)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| Riwayat Karier<br>Career History              | <ul style="list-style-type: none"><li>Chief Accounting Apartemen Cempaka Sunter/ PD Wisata Niaga Jaya (2000-2008)</li><li>Chief Accounting D'Arcici Hotel Plumpang/ PT Jakarta Tourisindo (2008-2016)</li><li>Auditor Kantor Pusat/PT Jakarta Tourisindo (2016-2017)</li><li>Manager Keuangan &amp; Pajak Keuangan Kantor Pusat/ PT Jakarta Tourisindo ( 2017-2018)</li><li>Manager Administrasi &amp; Keuangan C'One Hotel Cempaka Putih/ PT Jakarta Tourisindo (2018)</li><li>Plt Financial Controler Grand Cempaka Business Hotel/PT Jakarta Tourisindo (2018-2019)</li><li>Manager Administrasi &amp; Keuangan D'Arcici Hotel Sunter/ PT Jakarta Tourisindo ( Maret - Juni 2019)</li><li>Manager Administrasi &amp; Keuangan D'Arcici Hotel Alhijra (Cempaka Putih)/PT Jakarta Tourisindo (Juli- Oktober 2019)</li><li>Manager Audit Kantor Pusat/PT Jakarta Tourisindo (2019-2024)</li><li>Manager Manajemen Risiko Kantor Pusat/PT Jakarta Tourisindo (Februari 2024- Sekarang)</li><li>Plt Kepala Satuan Internal Audit Kantor Pusat/PT Jakarta Tourisindo (Desember 2024 - Sekarang)</li><li>Kepala Satuan Internal Audit (Sept Tahun 2025 – Desember 2025)</li><li>Kepala Satuan Internal Audit dan Manajemen Risiko (Desember 2025 – Sekarang)</li><li>Chief Accounting Cempaka Apartment Sunter / PD Wisata Niaga Jaya (2000-2008)</li><li>Chief Accounting D'Arcici Hotel Plumpang / PT Jakarta Tourisindo (2008-2016)</li><li>Auditor Head Office / PT Jakarta Tourisindo (2016-2017)</li><li>Finance &amp; Tax Manager Head Office / PT Jakarta Tourisindo (2017-2018)</li><li>Administration &amp; Finance Manager C'One Hotel Cempaka Putih / PT Jakarta Tourisindo (2018)</li><li>Acting Financial Controler Grand Cempaka Business Hotel / PT Jakarta Tourisindo (2018- 2019)</li><li>Administration &amp; Finance Manager D'Arcici Hotel Sunter/PT Jakarta Tourisindo (March - June 2019)</li><li>Administration &amp; Finance Manager D'Arcici Hotel Alhijra (Cempaka Putih)/PT Jakarta Tourisindo (July- October 2019)</li><li>Audit Manager Head Office/PT Jakarta Tourisindo (2019-2024)</li><li>Risk Management Manager Head Office/PT Jakarta Tourisindo (February 2024-Present)</li><li>Acting Head of Internal Audit Unit Head Office/PT Jakarta Tourisindo (December 2024-Present)</li><li>Head of Internal Audit Unit Head (September 2025 – December 2025)</li><li>Head of Internal Audit Unit and Risk Management Unit (December 2025 – Present)</li></ul> |
| Rangkap Jabatan<br>Concurrent Position        | Tidak ada   None                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| Hubungan Afiliasi<br>Affiliation Relationship | Tidak memiliki hubungan afiliasi dengan Pemegang Saham Utama JXB maupun dengan sesama anggota Dewan Komisaris dan Direksi JXB.<br>No affiliation with the Major Shareholders of JXB nor with fellow members of the Board of Commissioners and Directors of JXB.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |





## AT. ERIK TRIADI, S.IP

Sekretaris Perusahaan  
Corporate Secretary

Usia 42 tahun  
Age 42 years old

Kewarganegaraan Indonesia  
Citizenship

Tempat, Tanggal Lahir Singkawang, 24 Agustus 1983  
Place, Date of Birth Singkawang, August 24, 1983

Domisili Jakarta  
Domicile

Dasar Pengangkatan Keputusan Direksi Nomor 30 Tahun 2021  
Basis of Appointment Board of Directors Decree No. 30 of 2021

### Pendidikan Education

Sarjana Ilmu Politik, Sekolah Tinggi Pembangunan Masyarakat Desa "APMD" Yogyakarta (2008)  
Bachelor of Political Science, School of Village and Community Development Studies "APMD" Yogyakarta (2008)

### Riwayat Karier Career History

- Plt. Senior Manager Central Procurement PT Jakarta Tourisindo (2021)
- Staf Ahli Government Relation, Kantor Pusat PT Jakarta Tourisindo (Perseroda) (2021)
- Manager Pengembangan Aplikasi Sistem Informasi Desa dan Kawasan (SIDEKA), Badan Prakarsa Pemberdayaan Desa dan Kawasan (2015-2020)
- Deputy Direktur, Lembaga Swadaya Masyarakat Rumah Suluh (2014-2018)
- Redaktur Swara Kampus, SKH Kedaulatan Rakyat (2010-2015)
- Program officer, Yayasan Lappera Indonesia (2006-2010)
- Acting Senior Manager Central Procurement at PT Jakarta Tourisindo (2021)
- Expert Staff on Government Relations, Head Office of PT Jakarta Tourisindo (Perseroda) (2021)
- Manager of Development of Village and Regional Information System Applications (SIDEKA), Agency for Village and Regional Empowerment Initiatives (2015-2020)
- Deputy Director, Rumah Suluh Community Development Foundation (2014-2018)
- Editor of Swara Kampus, SKH Kedaulatan Rakyat (2010-2015)
- Program Officer, Lappera Indonesia Foundation (2006-2010)

## Senior Manager Senior Manager

|                            |                                                                                  |
|----------------------------|----------------------------------------------------------------------------------|
| Bambang Budiyanto          | Senior Manager Keuangan   Senior Finance Manager                                 |
| Erry Diantoro              | Senior Manager Central Procurement                                               |
| Dewi Asriwiyati            | Senior Manager Catering/F & B                                                    |
| Alvin K Miliwangi          | Senior Manager SDM   Senior Manager HR                                           |
| Siti Fauziah               | Senior Manager Sales Hotel   Senior Manager Hotel Sales                          |
| Yogi Hansen Sirait         | Senior Manager Asset Optimization                                                |
| Gustav David Paulus Sanger | Senior Manager Tenancy & Advertising                                             |
| Nanang Kosim               | Senior Manager Digital Transformation                                            |
| Hafid Zikri                | Plt Senior Manager Manajemen Aset   Temporary Senior Manager of Asset Management |
| Muhammad Rayhan Islamy     | Senior Manager Pariwisata   Senior Manager of Tourism                            |



# Komposisi Pemegang Saham [OJK C.3]

## Shareholder Composition

Struktur pemegang saham mencerminkan pola kepemilikan Perseroan yang memiliki peran strategis dalam penetapan arah kebijakan dan pengambilan keputusan korporasi. Pada tahun 2025, komposisi kepemilikan saham Perseroan mengalami penyesuaian sejalan dengan keputusan Rapat Umum Pemegang Saham Luar Biasa (RUPS LB) yang diselenggarakan pada 20 Juni 2024, sebagaimana dituangkan dalam Akta Notaris Yualita Widyadhari, SH., MKn. Nomor 11 tanggal 20 Juni 2024, dengan susunan sebagai berikut:

The shareholder structure reflects the Company's ownership pattern, which plays a strategic role in determining policy direction and corporate decision-making. In 2025, the composition of the Company's share ownership was adjusted in accordance with the decision of the Extraordinary General Meeting of Shareholders (EGMS) held on June 20, 2024, as stated in Notarial Deed Yualita Widyadhari, SH., MKn. Number 11 dated June 20, 2024, with the following composition:

| Pemegang Saham<br>Shareholders                                          | Jumlah Saham<br>Number of Shares | Nilai Nominal (Rp)<br>Nominal Value (Rp) | Kepemilikan (%)<br>Ownership (%) |
|-------------------------------------------------------------------------|----------------------------------|------------------------------------------|----------------------------------|
| Pemerintah Provinsi DKI Jakarta<br>Provincial Government of DKI Jakarta | 701.545                          | 710.545.730.595                          | 99,58                            |
| Perumda Pasar Jaya                                                      | 3000                             | 3.000.000.000                            | 0,42                             |
| Jumlah Saham<br>Total Shares                                            | 713.545                          | 713.545.000.000                          | 100,00                           |

## Kronologi Pencatatan Saham

### Chronology of Listing of Shares

Hingga tanggal 31 Desember 2025 maupun pada saat informasi ini disampaikan, JXB belum pernah melaksanakan Penawaran Umum Perdana Saham (*Initial Public Offering/ IPO*) dan tidak mencatatkan sahamnya pada bursa efek mana pun. Kepemilikan saham JXB sepenuhnya dimiliki oleh Pemerintah Provinsi DKI Jakarta sebanyak 710.545 lembar saham atau sebesar 99,58% serta Perumda Pasar Jaya sebanyak 3.000 lembar saham atau sebesar 0,42%. Sehubungan dengan hal tersebut, tidak terdapat informasi mengenai tahun penerbitan saham, jumlah dan nilai nominal saham, harga penawaran saham atas setiap tindakan korporasi (*corporate action*), jumlah saham tercatat setelah tindakan korporasi, maupun nama bursa tempat saham Perseroan dicatatkan.

As of December 31, 2025, and at the time this information was disclosed, JXB has never conducted an Initial Public Offering (IPO) and has not listed its shares on any stock exchange. JXB's shares are wholly owned by the Provincial Government of DKI Jakarta, amounting to 710,545 shares or 99.58%, and Perumda Pasar Jaya, amounting to 3,000 shares or 0.42%. In connection with this, there is no information regarding the year of share issuance, the number and nominal value of shares, the share offering price for each corporate action, the number of shares listed after corporate actions, or the name of the exchange where the Company's shares are listed.

## Kronologi Pencatatan Efek Lainnya

### Chronology of Other Securities

Selama tahun buku 2025, JXB tidak melakukan pencatatan saham maupun instrumen efek lainnya pada Bursa Efek Indonesia atau bursa efek mana pun. Perusahaan juga tidak menerbitkan saham baru, obligasi, sukuk, waran, maupun instrumen pasar modal lainnya. Dengan demikian, tidak

During the 2025 fiscal year, JXB did not list any shares or other securities on the Indonesia Stock Exchange or any other stock exchange. The company also did not issue new shares, bonds, sukuk, warrants, or other capital market instruments.



terdapat kronologi pencatatan saham atau efek yang perlu diungkapkan pada periode pelaporan tersebut.

Kondisi ini menunjukkan bahwa sepanjang tahun 2025 tidak terdapat aksi korporasi yang berdampak pada perubahan struktur permodalan melalui pasar modal. Seluruh aktivitas pendanaan dan pembiayaan Perseroan dilaksanakan tanpa penerbitan efek baru, sehingga komposisi kepemilikan saham serta jenis efek yang dimiliki tetap konsisten dengan tahun sebelumnya.

Keputusan untuk tidak melakukan pencatatan atau penerbitan efek baru pada tahun 2025 didasarkan pada pertimbangan kondisi pasar yang berlaku, arah strategi keuangan jangka panjang Perseroan, serta fokus manajemen dalam menjaga kesinambungan operasional dan stabilitas kinerja keuangan secara berkelanjutan.

Thus, there is no chronology of share or securities listings that needs to be disclosed for the reporting period.

This condition indicates that throughout 2025, there were no corporate actions that had an impact on changes in the capital structure through the capital market. All of the Company's funding and financing activities were carried out without the issuance of new securities, so that the composition of share ownership and the types of securities owned remained consistent with the previous year.

The decision not to list or issue new securities in 2025 was based on considerations of prevailing market conditions, the Company's long-term financial strategy, and management's focus on maintaining operational continuity and financial stability on an ongoing basis.

## Daftar Entitas Anak, Asosiasi, dan Ventura Bersama

### List of Subsidiaries, Associates, and Joint Ventures

Perseroan belum memiliki entitas anak, asosiasi, dan ventura bersama hingga akhir tahun 2025. Oleh karena itu, informasi terkait hal tersebut tidak dapat disajikan dalam laporan ini.

The Company does not have any subsidiaries, associates, or joint ventures until the end of 2025. Therefore, information related to these entities cannot be presented in this report.

## Daftar Keanggotaan Asosiasi [OJK C.5]

### Association Membership List

Sebagai wujud komitmen JXB dalam memperkuat sinergi antarindustri, memperluas jejaring profesional, serta senantiasa mengikuti dinamika regulasi dan perkembangan tren bisnis terkini, Perseroan secara konsisten berpartisipasi sebagai anggota pada berbagai asosiasi yang relevan dengan bidang usahanya. Keikutsertaan dalam asosiasi tersebut memberikan manfaat strategis, antara lain akses terhadap informasi terkini, wadah pertukaran pandangan terkait kebijakan, serta peluang kerja sama dengan para pelaku industri lainnya.

Sampai dengan tahun 2025, JXB tercatat sebagai anggota sejumlah asosiasi industri dan profesional, baik di tingkat nasional maupun regional. Keterlibatan aktif Perseroan dalam berbagai kegiatan asosiasi juga mencerminkan peran serta JXB dalam mendorong pengembangan industri secara menyeluruh, sekaligus mendukung terciptanya ekosistem bisnis yang sehat, kolaboratif, dan berkelanjutan.

Hingga tanggal 31 Desember 2025 maupun pada saat penyampaian data dan informasi ini, JXB secara resmi terdaftar sebagai anggota pada asosiasi dan organisasi sebagai berikut:

As a manifestation of JXB's commitment to strengthening inter-industry synergies, expanding professional networks, and keeping abreast of regulatory dynamics and the latest business trends, the Company consistently participates as a member of various associations relevant to its business field. Participation in these associations provides strategic benefits, including access to the latest information, a forum for exchanging views on policies, and opportunities for cooperation with other industry players.

As of 2025, JXB is a member of a number of industry and professional associations, both at the national and regional levels. The Company's active involvement in various association activities also reflects JXB's role in promoting comprehensive industrial development, while supporting the creation of a healthy, collaborative, and sustainable business ecosystem.

As of December 31, 2025, and at the time of submission of this data and information, JXB is officially registered as a member of the following associations and organizations:

| Nama Asosiasi<br>Association Name | Status di Asosiasi<br>Status in the Association | Nasional/ Internasional<br>National/ International | Bidang Kegiatan Asosiasi<br>Field of Association Activities                                     |
|-----------------------------------|-------------------------------------------------|----------------------------------------------------|-------------------------------------------------------------------------------------------------|
| PHRI                              | Anggota<br>Member                               | Nasional<br>National                               | Asosiasi Perusahaan Hotel dan Restoran Indonesia<br>Indonesian Hotel and Restaurant Association |

## Perubahan yang Bersifat Signifikan di Tahun 2025 [OJK C.6] Significant Changes in 2025

Perseroan tidak memiliki perubahan yang bersifat signifikan sepanjang tahun 2025 seperti penggabungan usaha, penutupan dan pembukaan unit usaha.

The Company did not experience any significant changes throughout 2025 such as business mergers, closure and opening of business units.

## Lembaga Profesi Penunjang Bisnis Business Support Professional Organizations

|  <b>Akuntan Publik</b><br>Public Accountant |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Nama Kantor Akuntan Publik<br>Name of Public Accountant Firm                                                                 | McMillan Woods (Rama Wendra)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| Nama Akuntan<br>Accountant Name                                                                                              | Kurniawan Setya Budi, M.Ak., CA., CPA                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Alamat Kantor<br>Office Address                                                                                              | Ruko Pascal Barat No. 18, Jl. Scientia Square Barat, Gading Serpong, Tangerang<br>Pascal Barat Shop House No. 18, Jl. Scientia Square Barat, Gading Serpong, Tangerang                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| No. Izin Usaha<br>Business License No                                                                                        | 1271/KM.1/2017                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| Telepon<br>Phone                                                                                                             | 021 – 55681502                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| Faksimili<br>Facsimile                                                                                                       | 021 – 55681775                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| E-mail                                                                                                                       | admin@ramawendra-tng.co.id                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| Bentuk Jasa<br>Form of Service                                                                                               | <p>Jasa Audit Laporan Keuangan Tahun 2025 dengan ruang lingkup mencakup:</p> <ul style="list-style-type: none"> <li>Audit umum atas laporan keuangan PT Jakarta Tourisindo untuk tahun yang berakhir pada tanggal 31 Desember 2025;</li> <li>Evaluasi atas Kinerja PT Jakarta Tourisindo tahun buku 2024 berdasarkan Keputusan Gubernur Provinsi DKI Jakarta Nomor 4 Tahun 2004 tanggal 6 Januari 2004 tentang Pedoman Penilaian Tingkat Kesehatan Badan Usaha Milik Daerah di Lingkungan Pemerintah Provinsi Daerah Khusus Ibukota Jakarta;</li> <li>Audit kepatuhan PT Jakarta Tourisindo terhadap peraturan perundangundangan yang berlaku dan pengendalian intern tahun buku 2025.</li> </ul> <p>Audit services for Financial Statements 2025 including:</p> <ul style="list-style-type: none"> <li>General audit on the financial statements of PT Jakarta Tourisindo for the year ending December 31, 2025;</li> <li>Evaluation of PT Jakarta Tourisindo's performance for fiscal year 2024 based on the Governor of DKI Jakarta Decree No. 4 Year 2004 dated January 6, 2004, regarding Guidelines for Assessing the Health Level of Regional Owned Enterprises in the Special Capital Region of Jakarta Government Environment;</li> <li>Compliance audit of PT Jakarta Tourisindo with applicable laws and regulations and internal control for fiscal year 2024.</li> </ul> |
| Jasa Lainnya (Non Audit)<br>Other Services (Non Audit)                                                                       | Tidak memberikan jasa lainnya<br>Does not provide other services                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| Periode Penugasan<br>Assignment Period                                                                                       | 2024                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |



|                                                     |                                                                                |
|-----------------------------------------------------|--------------------------------------------------------------------------------|
| Biaya Jasa Audit di Tahun 2025<br>Audit Fee in 2025 | Rp315.292.500,-                                                                |
| Opini Audit<br>Audit Opinion                        | Wajar Tanpa Pengecualian<br>Unqualified Opinion                                |
| <b>Notaris</b><br>Notary                            |                                                                                |
| Nama Kantor Notaris<br>Notary Office Name           | Yualitha Widyadhari, SH., MKn.                                                 |
| Bentuk Jasa<br>Form of Service                      | Membuat akta untuk Perusahaan<br>Prepare and make deeds related to the Company |
| Periode Penugasan<br>Assignment Period              | 2025                                                                           |

## Informasi Pada Web Perusahaan

### Information on The Company Website

Sebagai wujud komitmen JXB dalam menjunjung tinggi prinsip keterbukaan dan transparansi informasi kepada seluruh pemangku kepentingan, Perseroan secara aktif menyajikan berbagai informasi strategis dan terkini melalui situs web resmi perusahaan. Website tersebut dikembangkan sebagai kanal komunikasi utama yang dapat diakses secara luas oleh publik, pemegang saham, investor, mitra bisnis, serta masyarakat umum.

Melalui pembaruan konten yang dilakukan secara rutin, situs web perusahaan diharapkan mampu berfungsi sebagai media informasi yang kredibel, informatif, dan responsif dalam memenuhi kebutuhan pemangku kepentingan, sekaligus memperkuat tingkat kepercayaan publik terhadap Perseroan.

As a manifestation of JXB's commitment to upholding the principles of openness and transparency of information to all stakeholders, the Company actively presents various strategic and up-to-date information through its official website. The website was developed as the main communication channel that can be widely accessed by the public, shareholders, investors, business partners, and the general public.

Through regular content updates, the company website is expected to function as a credible, informative, and responsive information medium that meets the needs of stakeholders, while strengthening public trust in the Company.

| <b>Kelompok Informasi</b><br>Information Group                                                                    |                                                                                                                         |                                                                                                                       |
|-------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------|
| Pengalaman<br>Experience                                                                                          | Pengalaman Jalanan<br>Apa yang Ada di Jakarta                                                                           | Street Experience<br>What's on Jakarta                                                                                |
| Perusahaan<br>Corporate                                                                                           | Berita<br>Direktur<br>Komisaris<br>Struktur Organisasi<br>Tentang Kami<br>Penghargaan<br>Karir<br>Sistem Whistleblowing | News<br>Director<br>Commissioner<br>Organizational Structure<br>About Us<br>Award<br>Careers<br>Whistleblowing System |
| Hotel                                                                                                             | Informasi kondisi 7 hotel                                                                                               | Hotel Information Condition 7 hotels                                                                                  |
| <b>Kemitraan</b><br>Partnership                                                                                   |                                                                                                                         |                                                                                                                       |
| <a href="https://jxboard.co.id/experience/Whats-On-Jakarta">https://jxboard.co.id/experience/Whats-On-Jakarta</a> |                                                                                                                         |                                                                                                                       |



# 4

## TINJAUAN PENUNJANG BISNIS

Business Support Overview







## Sumber Daya Manusia

### Human Resources

JXB sebagai perusahaan yang bergerak di sektor perhotelan dan pariwisata menempatkan kualitas Sumber Daya Manusia (SDM) sebagai faktor penentu keberhasilan operasional dan bisnis. Oleh karena itu, SDM dipandang sebagai aset strategis yang berperan penting dalam menciptakan nilai tambah bagi seluruh pemangku kepentingan. Melalui pengelolaan SDM yang terencana, JXB berupaya meningkatkan kinerja organisasi sekaligus memastikan setiap karyawan mampu beradaptasi dengan dinamika dan perubahan industri. Upaya ini juga ditujukan untuk memperkuat kapasitas Perusahaan dalam mewujudkan visi, misi, serta target yang telah ditetapkan.

Sejalan dengan transformasi bisnis yang dijalankan, JXB secara konsisten mengembangkan kompetensi karyawan melalui berbagai program pendidikan dan pelatihan yang selaras dengan strategi pengembangan sektor pariwisata dan peningkatan kualitas proses bisnis di unit perhotelan. Inisiatif ini diharapkan mampu meningkatkan daya saing Perusahaan sekaligus memenuhi harapan para pemangku kepentingan di wilayah DKI Jakarta.

Komposisi tenaga kerja JXB pada tahun 2025 menunjukkan bahwa sekitar 26,24% karyawan yang berada pada kelompok usia nonproduktif. Kondisi ini mencerminkan bahwa mayoritas SDM Perusahaan masih berada pada usia produktif, sehingga memiliki potensi besar untuk memberikan kinerja optimal dan mendukung keberlanjutan pertumbuhan bisnis di masa mendatang.

### Manajemen Sumber Daya Manusia

#### Kebijakan Pelaksanaan Rekrutmen dan Seleksi

Perusahaan memiliki komitmen kuat dalam membangun sumber daya manusia yang unggul, profesional, kompeten, dan berintegritas melalui penerapan strategi pengelolaan SDM yang selaras dengan arah strategis Perusahaan. Pendekatan ini mencakup proses perencanaan kebutuhan tenaga kerja, rekrutmen, serta seleksi yang terstruktur guna memastikan terpenuhinya kebutuhan organisasi secara tepat. Melalui kebijakan tersebut, Perusahaan berupaya memastikan bahwa setiap karyawan memiliki kapabilitas yang memadai, daya saing yang tinggi, serta mampu memberikan kontribusi optimal dalam mendukung pencapaian kinerja Perusahaan.

Pelaksanaan proses rekrutmen dan seleksi dilakukan berdasarkan perencanaan kebutuhan yang disusun melalui analisis formasi jabatan dan kebutuhan tenaga kerja. Seluruh tahapan dilaksanakan dengan menjunjung tinggi prinsip transparansi, kesetaraan, dan independensi. Dalam praktiknya, Perusahaan memanfaatkan teknologi informasi sebagai media pendukung proses seleksi karyawan baru, sekaligus melakukan evaluasi berkala terhadap metode dan instrumen tes yang digunakan. Selain itu, Perusahaan memastikan bahwa para asesor internal memiliki kompetensi

JXB, as a company engaged in the hospitality and tourism sector, considers the quality of its human resources (HR) to be a determining factor in its operational and business success. Therefore, HR is viewed as a strategic asset that plays an important role in creating added value for all stakeholders. Through planned HR management, JXB strives to improve organizational performance while ensuring that every employee is able to adapt to the dynamics and changes in the industry. This effort is also aimed at strengthening the Company's capacity to realize its vision, mission, and established targets.

In line with the business transformation being carried out, JXB consistently develops employee competencies through various education and training programs that are in line with the tourism sector development strategy and improvement of business process quality in the hospitality unit. This initiative is expected to increase the Company's competitiveness while meeting the expectations of stakeholders in the DKI Jakarta area.

The composition of JXB's workforce in 2025 shows that about 26.24% of employees will be in the non-productive age group. This condition reflects that the majority of the Company's human resources are still in the productive age group, thus having great potential to deliver optimal performance and support the sustainability of business growth in the future.

### Human Resource Management

#### Recruitment and Selection Implementation Policy

The Company is strongly committed to developing excellent, professional, competent, and ethical human resources through the implementation of HR management strategies that are aligned with the Company's strategic direction. This approach includes a structured process of workforce planning, recruitment, and selection to ensure that the organization's needs are met appropriately. Through this policy, the Company strives to ensure that every employee has adequate capabilities, high competitiveness, and is able to contribute optimally in supporting the achievement of the Company's performance.

The recruitment and selection process is carried out based on requirements planning compiled through job formation analysis and workforce requirements. All stages are carried out by upholding the principles of transparency, equality, and independence. In practice, the Company utilizes information technology as a medium to support the new employee selection process, while also conducting periodic evaluations of the methods and test instruments used. In addition, the Company ensures that internal assessors have

dan profesionalisme yang memadai dalam menjalankan proses penilaian.

Perusahaan juga menerapkan prinsip kesempatan yang setara bagi seluruh calon pelamar tanpa membedakan jenis kelamin, latar belakang suku, agama, ras, maupun kondisi disabilitas, dengan tetap mempertimbangkan kesesuaian kualifikasi dan persyaratan jabatan. Dengan demikian, setiap peserta seleksi memiliki peluang yang sama untuk bergabung dan berkontribusi sebagai bagian dari Perusahaan.

Proses pelaksanaan rekrutmen karyawan baru di JXB di antaranya:

1. Pengumuman pembukaan secara terbuka.
2. Registrasi melalui website milik Perusahaan.
3. Seleksi kelengkapan administrasi.
4. Tes seleksi Potensi Akademik, kesehatan, dan wawancara.

Dalam pelaksanaannya, Perusahaan juga memberikan perhatian terhadap pemberdayaan tenaga kerja lokal dengan membuka kesempatan bagi putra daerah untuk bergabung, sepanjang memenuhi persyaratan dan lulus proses seleksi. Hal ini didasarkan pada pemahaman bahwa nilai budaya lokal dan kearifan daerah merupakan unsur penting yang mendukung keberlanjutan operasional bisnis. Perusahaan telah merekrut sebanyak 27 karyawan baru pada tahun 2025 sebagai bagian dari upaya pemenuhan kebutuhan SDM dan penguatan kapasitas organisasi.

#### **Kebijakan Pengembangan Kompetensi**

JXB memberikan perhatian yang tinggi terhadap pengembangan kompetensi sumber daya manusia sebagai salah satu upaya strategis untuk meningkatkan kinerja individu sekaligus memperkuat daya saing Perusahaan. Melalui peningkatan kapasitas tersebut, karyawan diharapkan mampu berkontribusi secara optimal dalam mendukung keberlanjutan operasional JXB di industri perhotelan dan pariwisata.

Dalam implementasinya, JXB menyelenggarakan berbagai program pengembangan kapasitas karyawan, baik yang berfokus pada peningkatan kompetensi teknis (*technical competency*) maupun penguatan kompetensi nonteknis (*soft competency*). Program-program ini dirancang untuk memastikan kesiapan SDM dalam menghadapi dinamika dan tantangan industri sekaligus mendukung keberlanjutan bisnis Perusahaan.

JXB juga berkomitmen untuk memberikan kesempatan yang adil dan setara kepada seluruh karyawan dalam mengikuti program pendidikan dan pelatihan. Melalui kebijakan ini, setiap karyawan didorong untuk terus meningkatkan pengetahuan, keterampilan, serta keahlian sesuai dengan minat, potensi, dan kebutuhan pengembangan karier masing-masing.

adequate competence and professionalism in carrying out the assessment process.

The Company also applies the principle of equal opportunity for all applicants regardless of gender, ethnic background, religion, race, or disability, while still considering the suitability of qualifications and job requirements. Thus, every selection participant has the same opportunity to join and contribute as part of the Company.

The process of recruiting new employees at JXB includes:

1. Open announcement.
2. Registration through the Company's website.
3. Administrative selection.
4. Academic potential, health, and interview tests.

In its implementation, the Company also pays attention to the empowerment of local workers by opening opportunities for local people to join, as long as they meet the requirements and pass the selection process. This is based on the understanding that local cultural values and regional wisdom are important elements that support business operational sustainability. The Company has recruited 27 new employees in 2025 as part of its efforts to meet human resource needs and strengthen organizational capacity.

#### **Competency Development Policy**

JXB pays close attention to the development of human resource competencies as one of its strategic efforts to improve individual performance and strengthen the Company's competitiveness. Through this capacity building, employees are expected to be able to contribute optimally in supporting the sustainability of JXB's operations in the hospitality and tourism industry.

In its implementation, JXB organizes various employee capacity building programs, both those focused on improving technical competencies and strengthening soft competencies. These programs are designed to ensure the readiness of human resources in facing the dynamics and challenges of the industry while supporting the sustainability of the Company's business.

JXB is also committed to providing fair and equal opportunities to all employees to participate in education and training programs. Through this policy, every employee is encouraged to continuously improve their knowledge, skills, and expertise in accordance with their interests, potential, and career development needs.





Sebagai bagian dari strategi pengelolaan SDM, JXB secara konsisten melaksanakan program peningkatan kompetensi secara berkelanjutan. Program ini bertujuan untuk mendorong karyawan agar mampu menjalankan tugas dan tanggung jawab secara lebih efektif, efisien, dan produktif. Langkah tersebut mencerminkan komitmen Perusahaan dalam memperkuat kualitas SDM dengan tetap selaras terhadap arah pengembangan bisnis jangka panjang, sehingga peningkatan kompetensi karyawan dapat mendukung pencapaian strategi Perusahaan secara menyeluruh.

JXB telah melaksanakan berbagai program pelatihan dan pengembangan SDM pada tahun 2025, dengan rinciannya disajikan pada tabel berikut:

As part of its HR management strategy, JXB consistently implements continuous competency improvement programs. These programs aim to encourage employees to carry out their duties and responsibilities more effectively, efficiently, and productively. This step reflects the Company's commitment to strengthening the quality of its human resources in line with its long-term business development direction, so that the improvement of employee competencies can support the achievement of the Company's overall strategy.

JXB has implemented various HR training and development programs in 2025, with details presented in the following table:

**Training dan Assessment Karyawan Tahun 2025**

Employee Training and Assessment for the Year 2025

| Nama Training<br>Training Name                                      | Jumlah Peserta<br>Number of Participants | Total Jam Pelatihan<br>Total Training Hour | Tanggal Pelaksanaan<br>Date of Implementation |
|---------------------------------------------------------------------|------------------------------------------|--------------------------------------------|-----------------------------------------------|
| Sertifikasi Food & Beverage Service                                 | 1                                        | 40                                         | 2 Januari 2025                                |
| Training Update Forecast                                            | 9                                        | 1                                          | 10 dan 17 Januari 2025                        |
| Training Sequence of Service                                        | 9                                        | 1                                          | 17 Januari 2025                               |
| Planning to Work                                                    | 4                                        | 1                                          | 20 Januari 2025                               |
| Minimalis Food Spoilage                                             | 4                                        | 1                                          | 21 Januari 2025                               |
| Handly to Ala Carte                                                 | 4                                        | 1                                          | 22 Januari 2025                               |
| Basic Cooking                                                       | 4                                        | 1                                          | 23 Januari 2025                               |
| Saving Cost                                                         | 4                                        | 1                                          | 24 Januari 2025                               |
| Certified IT Auditor Professional (CITAP)                           | 1                                        | 3                                          | 18-21 Januari 2025                            |
| Fundamental Internal Auditor                                        | 1                                        | 3                                          | 19 Januari 2025                               |
| Struktur & Skala Upah                                               | 3                                        | 4                                          | 29-30 Januari 2025                            |
| Training Pengelolaan Aset                                           | 35                                       | 3                                          | 30 Januari 2025                               |
| HACCP - Manajemen Keamanan Pangan                                   | 4                                        | 1                                          | 3 Februari 2025                               |
| Bagaimana set-up breakfast                                          | 4                                        | 1                                          | 4 Februari 2025                               |
| Training Gas dan system supply                                      | 13                                       | 1                                          | 5 Februari 2025                               |
| Training product knowledge dan service excellent                    | 28                                       | 2                                          | 5 Februari 2025                               |
| Training stock control                                              | 3                                        | 1                                          | 5 Februari 2025                               |
| Pelatihan P3DN dan Pengadaan Barang/Jasa                            | 18                                       | 2.5                                        | 10 Februari 2025                              |
| Financial Analyst Professional                                      | 1                                        | 2.5                                        | 11 Februari 2025                              |
| Pelatihan Pengadaan Pemerintah                                      | 11                                       | 2                                          | 12 Februari 2025                              |
| Pelatihan Damkar                                                    | 29                                       | 2                                          | 21 Februari 2025                              |
| Property Management                                                 | 1                                        | 40                                         | 24-28 Februari 2025                           |
| Training room division                                              | 9                                        | 1                                          | 25 Januari 2025                               |
| Advancing Finance and Auditing for a greener Future                 | 1                                        | 2.5                                        | 26 Februari 2025                              |
| Audit Internal                                                      | 1                                        | 2                                          | 3 Maret 2025                                  |
| Certified Profesional Fraud Investigator                            | 1                                        | 32                                         | 4-7 Maret 2025                                |
| HACCP                                                               | 15                                       | 1                                          | 4 Maret 2025                                  |
| How to submit payment get out Agoda                                 | 13                                       | 1                                          | 7 Maret 2025                                  |
| Strategi Optimalisasi Penggunaan E-Katalog 6 Bagi Para Pelaku Usaha | 1                                        | 10                                         | 8 Maret 2025                                  |

| Nama Training<br>Training Name                        | Jumlah Peserta<br>Number of Participants | Total Jam Pelatihan<br>Total Training Hour | Tanggal Pelaksanaan<br>Date of Implementation |
|-------------------------------------------------------|------------------------------------------|--------------------------------------------|-----------------------------------------------|
| Metode cooking                                        | 15                                       | 1                                          | 10 Maret 2025                                 |
| Bumbu dasar Indonesia                                 | 15                                       | 1                                          | 11 Maret 2025                                 |
| Concierge - Pengertian & Job Desknya                  | 12                                       | 1                                          | 14 Maret 2025                                 |
| Penerapan Manajemen Risiko dan Tata Kelola Perusahaan | 1                                        | 3                                          | 15 Maret 2025                                 |
| WorkShop Good Corporate Governance                    | 9                                        | 8                                          | Maret                                         |
| Cara setup breakfast yang benar                       | 15                                       | 1                                          | 18 Maret 2025                                 |
| Penanggulangan Bencana Kebakaran                      | 30                                       | 30                                         | 17 April 2025                                 |
| Risk Manajemen Spesialist                             | 1                                        | 6                                          | 23-24 April 2025                              |
| Certified Risk Management Specialist                  | 1                                        | 32                                         | 23-27 April 2025                              |
| How To Make Fried Rice                                | 10                                       | 5                                          | 25 April 2025                                 |
| How To Cut Chicken Standart                           | 11                                       | 11                                         | 26 April 2025                                 |
| Cara Penggunaan APAR                                  | 26                                       | 26                                         | 30 April 2025                                 |
| Sertifikasi Kompetensi Receptionist                   | 1                                        | 36                                         | 6-8 Mei 2025                                  |
| Higiene Sanitasi Pangan                               | 12                                       | 12                                         | 07 Mei 2025                                   |
| HACCP                                                 | 10                                       | 10                                         | 8 Mei 2025                                    |
| Sertifikasi HK                                        | 1                                        | 44                                         | 10-13 Mei 2025                                |
| Working ProchEDURE                                    | 14                                       | 14                                         | 12 Mei 2025                                   |
| Pemeliharaan Kebersihan Lingkungan                    | 10                                       | 10                                         | 13 Mei 2025                                   |
| How To Make Bolu Kukus                                | 9                                        | 9                                          | 14 Mei 2025                                   |
| How To Make Pumpkin Pie                               | 12                                       | 12                                         | 15 Mei 2025                                   |
| Mother Sauce                                          | 11                                       | 11                                         | 16 Mei 2025                                   |
| How To Make Steak                                     | 13                                       | 13                                         | 17 Mei 2025                                   |
| How To Make Steak Sauce                               | 9                                        | 9                                          | 18 Mei 2025                                   |
| Digital Marketing                                     | 1                                        | 40                                         | 21-24 Mei 2025                                |
| How To Cooking Soup                                   | 10                                       | 10                                         | 22 Mei 2025                                   |
| Bimtek Sensivitas Disabilitas                         | 1                                        | 6                                          | 4 Juni 2025                                   |
| HACCP                                                 | 11                                       | 11                                         | 7 Juni 2025                                   |
| Metode Cooking                                        | 11                                       | 11                                         | 10 Juni 2025                                  |
| Maxial                                                | 7                                        | 15                                         | 12 Juni 2025                                  |
| Room Attendant Training                               | 4                                        | 4                                          | 12 Juni 2025                                  |
| Room Attendant Training                               | 9                                        | 9                                          | 13 Juni 2025                                  |
| How To Make Soto                                      | 11                                       | 11                                         | 13 Juni 2025                                  |
| How To Planning To Work                               | 11                                       | 11                                         | 18 Juni 2025                                  |
| How To handle a La Carte                              | 12                                       | 12                                         | 19 Juni 2025                                  |
| Public Area Training                                  | 4                                        | 4                                          | 24 Juni 2025                                  |
| Maxial                                                | 14                                       | 112                                        | 24 Juni 2025                                  |
| Room Attendant Training                               | 8                                        | 8                                          | 25 Juni 2025                                  |
| Maxial                                                | 12                                       | 96                                         | 25 Juni 2025                                  |
| Maxial                                                | 17                                       | 17                                         | 26 Juni 2025                                  |
| Compensasi & Benefit                                  | 2                                        | 12                                         | 27-28 Juni 2025                               |
| Sosialisasi Disnaker Disabilitas                      | 1                                        | 2                                          | 4 Juli 2025                                   |
| Standart Presentation A La Carte Egg/Omelette         | 13                                       | 13                                         | 9 Juli 2025                                   |
| Classic Caesar Dressing                               | 8                                        | 8                                          | 14 Juli 2025                                  |
| How To Make Garnish                                   | 12                                       | 12                                         | 16 Juli 2025                                  |
| SOP + DACI                                            | 5                                        | 15                                         | 26 Juli 2025                                  |



| Nama Training<br>Training Name              | Jumlah Peserta<br>Number of Participants | Total Jam Pelatihan<br>Total Training Hour | Tanggal Pelaksanaan<br>Date of Implementation |
|---------------------------------------------|------------------------------------------|--------------------------------------------|-----------------------------------------------|
| HACCP                                       | 9                                        | 9                                          | 4 Agustus 2025                                |
| Sertifikasi F&B Service                     | 2                                        | 80                                         | 5-8 Agustus 2025                              |
| Working procedure                           | 9                                        | 9                                          | 6 Agustus 2025                                |
| Pelatihan dan sertifikasi Bartender         | 1                                        | 18                                         | 12-14 Agustus 2025                            |
| Corporate Culture Transformation            | 2                                        | 18                                         | 23 Agustus 2025                               |
| How to make bread and butter pudding        | 8                                        | 85                                         | 28 Agustus 2025                               |
| How to make Chicken karage                  | 9                                        | 9                                          | 8 September 2025                              |
| Pengaplikasian Chemical                     | 8                                        | 3                                          | 8 September 2025                              |
| pelatihan dan sertifikasi barista           | 1                                        | 24                                         | 9 - 11 September 2025                         |
| How to fillet Whole Salmon                  | 10                                       | 10                                         | 10 September 2025                             |
| Menjadi Government Relations Profesional    | 1                                        | 24                                         | 10 - 12 September 2025                        |
| Training Treatment Tamu DND                 | 8                                        | 8                                          | 12 September 2025                             |
| How to make Omelete                         | 10                                       | 10                                         | 16 September 2025                             |
| Property Management                         | 1                                        | 40                                         | 22-26 September 2025                          |
| How to make demi glace                      | 9                                        | 9                                          | 26 September 2025                             |
| Knowledge of spices herbs                   | 10                                       | 10                                         | 27 September 2025                             |
| Dry Heat cooking method                     | 10                                       | 10                                         | 28 September 2025                             |
| From Lens To Life : Discover Every Angle    | 1                                        | 6                                          | 28 September                                  |
| Pelatihan Manajemen Risiko                  | 1                                        | 8                                          | 29 Sep - 1 Oktober 2025                       |
| Pelatihan Manajemen Risiko                  | 1                                        | 8                                          | 29 Sep - 1 Oktober 2025                       |
| Receiving goods procedure                   | 8                                        | 8                                          | 07 October 2025                               |
| Tata cara set up room for honeymoon         | 6                                        | 6                                          | 12 Oktober 2025                               |
| Thermometer and antiseptic wipes            | 7                                        | 7                                          | 13 Oktober 2025                               |
| Food holding display                        | 7                                        | 7                                          | 16 Oktober 2025                               |
| Food product knowledge                      | 7                                        | 7                                          | 20 Oktober 2025                               |
| Cara mencuci chiller dan freezer yang benar | 7                                        | 7                                          | 24 Oktober 2025                               |
| How to make prawn bisque                    | 7                                        | 7                                          | 28 Oktober 2025                               |
| keselamatan dan kesehatan kerja             | 7                                        | 7                                          | 29 Oktober 2025                               |
| Higiene sanitasi pangan                     | 11                                       | 11                                         | 04 November 2025                              |
| HACCP                                       | 10                                       | 10                                         | 06 November 2025                              |
| Working procedure                           | 14                                       | 14                                         | 11 November 2025                              |
| Pemeliharaan kebersihan lingkungan          | 13                                       | 13                                         | 14 November 2025                              |
| Penggunaan chemical (PA)                    | 6                                        | 6                                          | 17 November 2025                              |
| Set up Trolley (RA)                         | 8                                        | 8                                          | 20 November 2025                              |
| Cooking Method                              | 11                                       | 11                                         | 25 November 2025                              |
| Bumbu Dasar Indonesia                       | 11                                       | 11                                         | 27 November 2025                              |
| How to cut vegetable                        | 13                                       | 13                                         | 28 November 2025                              |

## Kebijakan dan Pelaksanaan Pengembangan Karier

Dalam menciptakan lingkungan kerja yang kondusif, suportif, dan bertanggung jawab, JXB mengembangkan sistem pengelolaan karier yang menekankan prinsip kesetaraan, keadilan, serta transparansi. Melalui mekanisme promosi, mutasi, maupun demosi yang dilaksanakan secara objektif dan sistematis, JXB mendorong setiap karyawan untuk

## Career Development Policy and Implementation

In creating a conducive, supportive, and responsible work environment, JXB has developed a career management system that emphasizes the principles of equality, fairness, and transparency. Through objective and systematic promotion, transfer, and demotion mechanisms, JXB encourages every employee to perform at their best

memberikan kinerja terbaik sekaligus membuka peluang pengembangan karier yang berkelanjutan.

Adapun pelaksanaan pengembangan karier karyawan di JXB didasarkan pada sejumlah pertimbangan utama, yaitu:

1. Mengacu pada kebutuhan Perusahaan dalam rangka meningkatkan kinerja organisasi, mendukung pengembangan bisnis, serta mencapai target strategis Perusahaan.
2. Mempertimbangkan capaian kinerja masing-masing karyawan.
3. Memenuhi kualifikasi jabatan yang meliputi pengalaman kerja, latar belakang pendidikan, golongan karyawan, serta kepemilikan pendidikan khusus atau sertifikasi.
4. Memenuhi standar kompetensi karyawan, baik kompetensi teknis (*technical competency*) maupun nonteknis (*soft competency*), melalui proses penilaian atau assessment.
5. Memperhatikan masa jabatan karyawan dalam posisi tertentu selama periode waktu yang telah ditetapkan.
6. Merupakan bagian dari implementasi talent management dan perencanaan karier karyawan, yang meliputi:
  - a. Promosi, yaitu perubahan jabatan dari tingkat yang lebih rendah ke tingkat yang lebih tinggi. JXB telah melaksanakan promosi jabatan terhadap 15 karyawan pada tahun 2025.
  - b. Mutasi, yaitu perpindahan jabatan dalam tingkat yang setara maupun berbeda, yang disesuaikan dengan kompetensi, kemampuan, dan hasil *assessment* karyawan. Selama tahun 2025, mutasi telah dilakukan terhadap 41 karyawan.
  - c. Demosi, yaitu penurunan jabatan dari tingkat yang lebih tinggi ke tingkat yang lebih rendah sebagai bagian dari pembinaan karyawan. JXB tidak melakukan demosi terhadap karyawan sepanjang tahun 2025.
  - d. JXB juga tidak menerapkan sanksi berupa pemutusan hubungan kerja sebagai bentuk punishment terhadap karyawan sepanjang tahun 2025.

## Kebijakan Penilaian Kinerja Karyawan

JXB memiliki komitmen kuat untuk memastikan proses penilaian kinerja karyawan berjalan secara efektif melalui penerapan kebijakan yang menekankan prinsip terukur, transparan, objektif, serta akuntabel. Dalam pelaksanaannya, proses evaluasi dilakukan secara profesional tanpa adanya perlakuan diskriminatif, baik terkait latar belakang suku, agama, jenis kelamin, usia, kondisi disabilitas, maupun

while opening up opportunities for continuous career development.

The implementation of employee career development at JXB is based on a number of key considerations, namely:

1. Referring to the Company's needs in order to improve organizational performance, support business development, and achieve the Company's strategic targets.
2. Taking into account the performance achievements of each employee.
3. Meeting job qualifications, which include work experience, educational background, employee classification, and possession of special education or certification.
4. Meeting employee competency standards, both technical and non-technical, through an assessment process.
5. Taking into account the length of service of employees in certain positions during a specified period of time.
6. Being part of the implementation of talent management and employee career planning, which includes:
  - a. Promotion, which is a change in position from a lower level to a higher level. JXB has promoted 15 employees in 2025.
  - b. Transfers, which are job changes within the same level or to a different level, adjusted according to the employee's competencies, abilities, and assessment results. During 2025, transfers were carried out for 41 employees.
  - c. Demotions, which are job demotions from a higher level to a lower level as part of employee development. JXB did not demote any employees throughout 2025.
  - d. JXB also did not impose sanctions in the form of termination of employment as a form of punishment against employees throughout 2025.

## Employee Performance Assessment Policy

JXB is strongly committed to ensuring that the employee performance appraisal process runs effectively through the implementation of policies that emphasize the principles of measurability, transparency, objectivity, and accountability. In its implementation, the evaluation process is carried out professionally without any discriminatory treatment, whether related to ethnic background, religion, gender, age,





keadaan khusus lainnya sebagaimana diatur dalam ketentuan perundang-undangan yang berlaku.

Hasil penilaian kinerja tersebut menjadi landasan utama bagi Perusahaan dalam menetapkan berbagai kebijakan strategis di bidang pengelolaan sumber daya manusia, termasuk pengembangan karier, peningkatan kompetensi, pemberian insentif dan penghargaan, serta pelaksanaan rotasi, mutasi, dan promosi jabatan. Selain itu, evaluasi kinerja juga dimanfaatkan sebagai dasar penyusunan program pembinaan dan perbaikan bagi karyawan yang belum mencapai target kinerja, sehingga dapat mendorong peningkatan produktivitas dan kontribusi secara berkelanjutan.

### Kebijakan Remunerasi Karyawan

Sebagai wujud komitmen dalam mendukung pencapaian visi Perusahaan, yaitu menjadi pengelola dan pengembang ekosistem pariwisata DKI Jakarta yang kompetitif, berakar pada budaya, serta berorientasi keberlanjutan, JXB menerapkan sistem remunerasi dan penyediaan fasilitas karyawan secara terstruktur, adil di lingkungan internal, serta mampu bersaing dengan praktik di industri sejenis.

Kebijakan remunerasi tersebut dirancang untuk mendorong motivasi dan kinerja karyawan agar dapat memberikan kontribusi terbaik bagi Perusahaan. Penerapannya dilakukan secara inklusif tanpa membedakan gender maupun latar belakang keberagaman lainnya. Namun demikian, perbedaan besaran remunerasi tetap dimungkinkan berdasarkan pertimbangan yang objektif, seperti status kepegawaian, masa kerja, serta capaian kinerja yang memengaruhi tingkat tunjangan dan fasilitas yang diterima.

Di samping itu, JXB memastikan bahwa seluruh kebijakan pengupahan telah mematuhi ketentuan peraturan perundang-undangan yang berlaku. Seluruh karyawan memperoleh penghasilan yang setara atau berada di atas standar Upah Minimum Provinsi (UMP) DKI Jakarta. Adapun perbandingan antara gaji tertinggi dan terendah di lingkungan Perusahaan selama tahun 2025 adalah sebagai berikut:

#### Remunerasi Karyawan JXB Tahun 2025

disability, or other special circumstances as stipulated in the applicable laws and regulations.

The results of the performance appraisal serve as the main basis for the Company in determining various strategic policies in the field of human resource management, including career development, competency improvement, incentives and rewards, as well as the implementation of job rotation, transfer, and promotion. In addition, performance evaluations are also used as a basis for developing coaching and improvement programs for employees who have not achieved their performance targets, thereby encouraging continuous improvement in productivity and contribution.

### Employee Remuneration Policy

As a manifestation of its commitment to supporting the achievement of the Company's vision, namely to become a competitive, culturally-rooted, and sustainability-oriented manager and developer of the DKI Jakarta tourism ecosystem, JXB implements a structured remuneration and employee facility provision system that is fair within the internal environment and able to compete with practices in similar industries.

The remuneration policy is designed to encourage employee motivation and performance so that they can contribute their best to the Company. Its implementation is inclusive, without discrimination based on gender or other backgrounds. However, differences in remuneration are still possible based on objective considerations, such as employment status, length of service, and performance achievements that affect the level of allowances and facilities received.

In addition, JXB ensures that all remuneration policies comply with applicable laws and regulations. All employees receive income that is equal to or above the DKI Jakarta Provincial Minimum Wage (UMP) standard. The comparison between the highest and lowest salaries within the Company during 2025 is as follows:

#### Employee Remuneration for JXB Year 2025

| Uraian<br>Description                                                      | Terendah<br>Lowest | Tertinggi<br>Highest |
|----------------------------------------------------------------------------|--------------------|----------------------|
| Gaji Karyawan terendah dan tertinggi<br>Lowest and Highest Employee Salary | Rp4.877.211        | Rp40.450.000         |
| Gaji Direksi terendah dan tertinggi<br>Lowest and Highest Director Salary  | Rp86.094.957       | RP95.661.064         |

JXB senantiasa berkomitmen untuk mempertahankan sumber daya manusia yang kompeten dan berprestasi. Salah satu bentuk upaya tersebut diwujudkan melalui pemberian

JXB is committed to retaining competent and high-performing human resources. One of the ways in which this commitment is realized is through the provision of

apresiasi berupa jasa produksi yang dikaitkan secara langsung dengan hasil penilaian kinerja individu maupun capaian kinerja unit kerja masing-masing.

Di samping itu, Perusahaan juga memberikan perlindungan dan kepastian bagi karyawan perempuan yang menjalani cuti sebelum dan sesudah melahirkan, dengan menjamin hak mereka untuk kembali bekerja. Fasilitas jaminan yang serupa turut diberikan kepada karyawan yang melaksanakan ibadah haji, sebagai bentuk dukungan Perusahaan terhadap kebutuhan dan kesejahteraan karyawan.

### Kebijakan Penilaian Kinerja Karyawan

Mengacu pada ketentuan dalam SAK ETAP Bab 23 mengenai “Imbalan Kerja”, Perusahaan mencatat kewajiban atas imbalan pascakerja sebagai bagian dari tanggung jawab kepada karyawan. Pengakuan kewajiban tersebut didasarkan pada Undang-Undang Republik Indonesia Nomor 13 Tahun 2003 serta Undang-Undang Nomor 11 Tahun 2020 tentang Cipta Kerja di bidang ketenagakerjaan. Sesuai regulasi tersebut, Perusahaan berkewajiban memberikan imbalan kepada karyawan yang mengakhiri masa kerja, baik karena memasuki usia pensiun maupun meninggal dunia.

Sepanjang tahun 2025, tercatat terdapat 21 karyawan yang memasuki masa pensiun normal, 3 karyawan mengundurkan diri, 2 karyawan menjalani Masa Persiapan Pensiun (MPP), serta 1 karyawan tercatat meninggal dunia.

### Penerapan Hubungan Industrial

Perusahaan berkomitmen menjaga keberlangsungan operasional jangka panjang dengan membangun serta memelihara hubungan kerja yang harmonis antara karyawan dan manajemen, sejalan dengan ketentuan dalam Undang-Undang Nomor 13 Tahun 2003 serta Undang-Undang Nomor 11 Tahun 2020 tentang Cipta Kerja di bidang ketenagakerjaan.

Dalam menciptakan lingkungan kerja yang kondusif dan stabil, Manajemen menjalin hubungan industrial yang konstruktif dengan empat Serikat Pekerja yang tergabung dalam Presidium. Keberadaan Serikat Pekerja dipandang sebagai mitra strategis yang memiliki peran penting dalam memberikan masukan dan memperkuat kebijakan perusahaan, khususnya yang berkaitan dengan kesejahteraan karyawan.

JXB meyakini bahwa hubungan industrial yang solid dan harmonis akan berdampak positif terhadap kinerja dan keberlanjutan bisnis. Oleh karena itu, Perusahaan bersama Serikat Pekerja telah menyusun Perjanjian Kerja Bersama (PKB) yang pertama kali disepakati pada 9 April 2021 dan diperbarui pada 9 Juni 2023, sebagai landasan untuk

appreciation in the form of production services that are directly linked to individual performance appraisals and the performance achievements of each work unit.

In addition, the Company also provides protection and certainty for female employees who take leave before and after giving birth, by guaranteeing their right to return to work. Similar benefits are also provided to employees who perform the Hajj pilgrimage, as a form of the Company's support for the needs and welfare of its employees.

### Employee Performance Evaluation Policy

Referring to the provisions in SAK ETAP Chapter 23 regarding “Employment Benefits,” the Company records liabilities for post-employment benefits as part of its responsibilities to employees. The recognition of these liabilities is based on Law of the Republic of Indonesia Number 13 of 2003 and Law Number 11 of 2020 concerning Job Creation in the field of employment. In accordance with these regulations, the Company is obliged to provide compensation to employees who terminate their employment, either due to reaching retirement age or death.

Throughout 2025, there were 21 employees who entered normal retirement, 3 employees who resigned, 2 employees who underwent a Retirement Preparation Period (MPP), and 1 employees who passed away.

### Implementation of Industrial Relations

The company is committed to maintaining long-term operational sustainability by building and maintaining harmonious working relationships between employees and management, in accordance with the provisions of Law Number 13 of 2003 and Law Number 11 of 2020 concerning Job Creation in the field of employment.

In creating a conducive and stable work environment, Management has established constructive industrial relations with four Labor Unions that are members of the Presidium. The Labor Unions are viewed as strategic partners that play an important role in providing input and strengthening company policies, particularly those related to employee welfare.

JXB believes that solid and harmonious industrial relations will have a positive impact on business performance and sustainability. Therefore, the Company and the Labor Unions have drafted a Collective Labor Agreement (PKB) which was first agreed upon on April 9, 2021 and renewed on June 9, 2023, as a basis for ensuring the fair, transparent, and



memastikan pelaksanaan hak dan kewajiban karyawan serta Perusahaan secara adil, transparan, dan menyeluruh.

### Internalisasi Budaya Perusahaan

JXB telah merancang peta jalan pengelolaan sumber daya manusia yang selaras dengan arah kebijakan strategis manajemen, guna memastikan pencapaian target kualitas SDM secara optimal. Salah satu fokus utama dalam pengembangan SDM adalah memperkuat pemahaman karyawan terhadap budaya perusahaan, yang berperan penting dalam mendukung kelancaran operasional serta menjadi landasan bagi setiap sikap dan tindakan karyawan. Budaya tersebut mencakup nilai, norma, pola kerja, dan kebiasaan yang membentuk kinerja perusahaan secara menyeluruh.

Sebagai Badan Usaha Milik Daerah yang bergerak di bidang pengembangan industri perhotelan dan pariwisata, JXB menetapkan nilai budaya kerja SMILE (*Solid Synergy, Empathy, Integrity, Loyalty, Excellence*) sebagai pedoman dalam perilaku, sikap, dan cara kerja seluruh karyawan.

Sepanjang tahun 2025, Perusahaan melakukan upaya internalisasi budaya melalui kegiatan *morning briefing* yang diselenggarakan secara rutin setiap awal pekan. Kegiatan ini bertujuan agar nilai-nilai budaya kerja dapat dipahami dan diterapkan secara konsisten oleh seluruh insan JXB, sekaligus menumbuhkan rasa identitas dan rasa memiliki karyawan terhadap perusahaan.

### Strategi Sumber Daya Manusia

JXB memandang pengelolaan Sumber Daya Manusia (SDM) sebagai faktor kunci dalam menunjang keberhasilan pencapaian sasaran strategis Perusahaan. Pengelolaan SDM yang terintegrasi dengan strategi bisnis diyakini mampu meningkatkan efektivitas dan efisiensi operasional, mempercepat proses kerja, serta mendorong peningkatan kualitas layanan kepada pelanggan, sehingga pada akhirnya dapat menciptakan nilai tambah yang optimal bagi seluruh pemangku kepentingan.

Sejalan dengan proses transformasi bisnis yang terus berjalan, Perusahaan juga telah menyusun strategi pengelolaan SDM yang adaptif, guna memastikan kesiapan organisasi dalam menghadapi dinamika dan perubahan lingkungan usaha.

### Profil Sumber Daya Manusia

Jumlah karyawan Perusahaan Sampai dengan akhir tahun 2025 tercatat sebanyak 385 orang, menurun dibandingkan tahun 2024 yang mencapai 394 orang. Dalam pengelolaan

comprehensive implementation of the rights and obligations of employees and the Company.

### Internalization of Corporate Culture

JXB has designed a human resource management roadmap that is aligned with the strategic direction of management, in order to ensure the optimal achievement of human resource quality targets. One of the main focuses in human resource development is to strengthen employees' understanding of the corporate culture, which plays an important role in supporting smooth operations and serves as the foundation for every employee's attitude and actions. This culture encompasses the values, norms, work patterns, and habits that shape the company's overall performance.

As a Regional Owned Enterprise engaged in the development of the hospitality and tourism industry, JXB has established the SMILE (*Solid Synergy, eMpathy, Integrity, Loyalty, Excellence*) work culture values as guidelines for the behavior, attitudes, and work methods of all employees.

Throughout 2025, the Company will internalize this culture through morning briefings held regularly at the beginning of each week. These activities aim to ensure that the work culture values are understood and consistently applied by all JXB employees, while also fostering a sense of identity and belonging among employees towards the company.

### Human Resource Strategy

JXB views human resource management as a key factor in supporting the success of the Company's strategic objectives. Human resource management that is integrated with business strategy is believed to be able to improve operational effectiveness and efficiency, accelerate work processes, and encourage improvements in the quality of customer service, thereby ultimately creating optimal added value for all stakeholders.

In line with the ongoing business transformation process, the Company has also developed an adaptive HR management strategy to ensure the organization's readiness in facing the dynamics and changes in the business environment.

### Human Resource Profile

The number of Company employees by the end of 2025 is recorded at 385 people, a decrease compared to 2024, which reached 394 people. In human resource management,

sumber daya manusia, Perusahaan menempatkan kualitas sebagai prioritas utama dibandingkan jumlah tenaga kerja. Fokus diarahkan pada penguatan kompetensi, peningkatan keterampilan, serta pengembangan kapasitas individu, sehingga mampu mendukung implementasi strategi Perusahaan secara lebih optimal, efektif, dan efisien.

the Company places quality as its top priority over the number of employees. The focus is directed at strengthening competencies, improving skills, and developing individual capacities, so as to be able to support the implementation of the Company's strategy in a more optimal, effective, and efficient manner.

Adapun komposisi karyawan JXB disajikan berdasarkan jenjang organisasi, status kepegawaian, tingkat pendidikan, kelompok usia, serta masa kerja sebagai berikut:

The composition of JXB employees is presented based on organizational level, employment status, education level, age group, and length of service as follows:

#### Demografi Karyawan Berdasarkan Jenis Kelamin

#### Employee Demographics by Gender

| Keterangan<br>Description | 2025            |                          | 2024            |                          |
|---------------------------|-----------------|--------------------------|-----------------|--------------------------|
|                           | Jumlah<br>Total | Komposisi<br>Composition | Jumlah<br>Total | Komposisi<br>Composition |
| Laki-Laki<br>Male         | 326             | 85%                      | 335             | 85%                      |
| Perempuan<br>Female       | 59              | 15%                      | 59              | 15%                      |
| Total                     | 385             | 100%                     | 394             | 100%                     |

#### Demografi Karyawan Berdasarkan Grade

#### Employee Demographics by Grade

| Keterangan<br>Description | 2025   |        |                 |                          | 2024   |        |                 |                          |
|---------------------------|--------|--------|-----------------|--------------------------|--------|--------|-----------------|--------------------------|
|                           | L<br>M | P<br>F | Jumlah<br>Total | Komposisi<br>Composition | L<br>M | P<br>F | Jumlah<br>Total | Komposisi<br>Composition |
| Tingkat 7A<br>Grade 7A    | 5      | 0      | 5               | 1,30%                    | 5      | 0      | 5               | 1,27%                    |
| Tingkat 8A<br>Grade 8A    | 60     | 12     | 72              | 18,70%                   | 51     | 10     | 61              | 15,48%                   |
| Tingkat 8B<br>Grade 8B    | 65     | 2      | 67              | 17,40%                   | 71     | 2      | 73              | 18,53%                   |
| Tingkat 9<br>Grade 9      | 49     | 7      | 56              | 14,55%                   | 58     | 7      | 65              | 16,50%                   |
| Tingkat 10<br>Grade 10    | 77     | 14     | 91              | 23,64%                   | 79     | 13     | 92              | 23,35%                   |
| Tingkat 11<br>Grade 11    | 13     | 8      | 21              | 5,45%                    | 12     | 10     | 22              | 5,58%                    |
| Tingkat 12<br>Grade 12    | 10     | 3      | 13              | 3,38%                    | 10     | 3      | 13              | 3,30%                    |
| Tingkat 13<br>Grade 13    | 1      | 0      | 1               | 0,26%                    | 2      | 0      | 2               | 0,51%                    |
| Tingkat 14<br>Grade 14    | 22     | 5      | 27              | 7,01%                    | 22     | 5      | 27              | 6,85%                    |
| Tingkat 15<br>Grade 15    | 7      | 3      | 10              | 2,60%                    | 8      | 3      | 11              | 2,79%                    |
| Tingkat 16<br>Grade 16    | 11     | 2      | 13              | 3,38%                    | 11     | 3      | 14              | 3,55%                    |
| Tingkat 17<br>Grade 17    | 1      | 3      | 4               | 1,04%                    | 2      | 3      | 5               | 1,27%                    |
| Tingkat 18<br>Grade 18    | 4      | 0      | 4               | 1,04%                    | 3      | 0      | 3               | 0,76%                    |
| Tingkat 19<br>Grade 19    | 1      | 0      | 1               | 0,26%                    | 1      | 0      | 1               | 0,25%                    |
| Total                     | 326    | 59     | 385             | 100,00%                  | 335    | 59     | 394             | 100,00%                  |



## Demografi Karyawan Berdasarkan Status Kepegawaian

## Employee Demographics by Employment Status

| Keterangan<br>Description              | 2025   |        |                 |                          | 2024   |        |                 |                          |
|----------------------------------------|--------|--------|-----------------|--------------------------|--------|--------|-----------------|--------------------------|
|                                        | L<br>M | P<br>F | Jumlah<br>Total | Komposisi<br>Composition | L<br>M | P<br>F | Jumlah<br>Total | Komposisi<br>Composition |
| Karyawan Tetap<br>Permanent Employees  | 259    | 22     | 281             | 72,99%                   | 282    | 39     | 321             | 81,47%                   |
| Karyawan Kontrak<br>Contract Employees | 67     | 37     | 104             | 27,01%                   | 53     | 20     | 73              | 18,53%                   |
| Total                                  | 326    | 59     | 385             | 100,00%                  | 335    | 59     | 394             | 100,00%                  |

## Demografi Karyawan Berdasarkan Tingkat Pendidikan

## Employee Demographics by Education Level

| Keterangan<br>Description                 | 2025   |        |                 |                          | 2024   |        |                 |                          |
|-------------------------------------------|--------|--------|-----------------|--------------------------|--------|--------|-----------------|--------------------------|
|                                           | L<br>M | P<br>F | Jumlah<br>Total | Komposisi<br>Composition | L<br>M | P<br>F | Jumlah<br>Total | Komposisi<br>Composition |
| SD<br>Elementary School                   | 7      | 0      | 7               | 1,82%                    | 7      | 0      | 7               | 1,78%                    |
| SMP<br>Junior High School                 | 8      | 0      | 8               | 2,08%                    | 10     | 0      | 10              | 2,54%                    |
| SMA/SMK<br>High School/ Vocational School | 197    | 18     | 215             | 55,84%                   | 205    | 16     | 221             | 56,09%                   |
| D1-D4<br>Diploma 1-4                      | 33     | 13     | 46              | 11,95%                   | 33     | 14     | 47              | 11,93%                   |
| S1<br>Bachelor's Degree                   | 78     | 26     | 104             | 27,01%                   | 76     | 25     | 101             | 25,63%                   |
| S2<br>Master's Degree                     | 3      | 2      | 5               | 1,30%                    | 4      | 4      | 8               | 2,03%                    |
| Total                                     | 326    | 59     | 385             | 100,00%                  | 335    | 59     | 394             | 100,00%                  |

## Demografi Karyawan Berdasarkan Usia

## Employee Demographics Based on Age

| Keterangan<br>Description        | 2025   |        |                 |                          | 2024   |        |                 |                          |
|----------------------------------|--------|--------|-----------------|--------------------------|--------|--------|-----------------|--------------------------|
|                                  | L<br>M | P<br>F | Jumlah<br>Total | Komposisi<br>Composition | L<br>M | P<br>F | Jumlah<br>Total | Komposisi<br>Composition |
| >51 tahun<br>< 51 Years old      | 110    | 12     | 122             | 31,69%                   | 119    | 7      | 126             | 31,98%                   |
| 41-50 tahun<br>41 - 50 years old | 141    | 21     | 162             | 42,08%                   | 145    | 24     | 169             | 42,89%                   |
| 31-40 tahun<br>31-40 years old   | 47     | 9      | 56              | 14,55%                   | 50     | 11     | 61              | 15,48%                   |
| 21-30 tahun<br>21-30 years old   | 28     | 17     | 45              | 11,69%                   | 21     | 17     | 38              | 9,64%                    |
| Total                            | 326    | 59     | 385             | 100,00%                  | 335    | 59     | 394             | 100,00%                  |

## Demografi Karyawan Berdasarkan Masa Kerja

## Employee Demographics Based on Tenure

| Keterangan<br>Description    | 2025   |        |                 |                          | 2024   |        |                 |                          |
|------------------------------|--------|--------|-----------------|--------------------------|--------|--------|-----------------|--------------------------|
|                              | L<br>M | P<br>F | Jumlah<br>Total | Komposisi<br>Composition | L<br>M | P<br>F | Jumlah<br>Total | Komposisi<br>Composition |
| < 5 tahun<br>< 5 Years       | 78     | 21     | 99              | 25,71%                   | 66     | 21     | 87              | 22,08%                   |
| 5 - 10 tahun<br>5 - 10 years | 7      | 2      | 9               | 2,34%                    | 6      | 2      | 8               | 2,03%                    |

| Keterangan<br>Description      | 2025   |        |                 |                          | 2024   |        |                 |                          |
|--------------------------------|--------|--------|-----------------|--------------------------|--------|--------|-----------------|--------------------------|
|                                | L<br>M | P<br>F | Jumlah<br>Total | Komposisi<br>Composition | L<br>M | P<br>F | Jumlah<br>Total | Komposisi<br>Composition |
| 10 - 15 tahun<br>10 - 15 years | 58     | 5      | 63              | 16,36%                   | 60     | 9      | 69              | 17,51%                   |
| 15 - 20 tahun<br>15 - 20 years | 9      | 6      | 15              | 3,90%                    | 7      | 2      | 9               | 2,28%                    |
| > 20 tahun<br>> 20 years       | 174    | 25     | 199             | 51,69%                   | 169    | 25     | 221             | 56,09%                   |
| Total                          | 326    | 59     | 385             | 100,00%                  | 335    | 59     | 394             | 100,00%                  |

#### Rencana Pengembangan Sumber Daya Manusia

Human Resources Development Plan Human Resources  
Development Plan

| No | Nama Training<br>Training Title                                     | Jumlah Peserta<br>Number of Participants | Waktu (Menit)<br>Time (Minutes) | Total Jam Pelatihan<br>Total Training Hours | Tanggal Pelaksanaan<br>Date |
|----|---------------------------------------------------------------------|------------------------------------------|---------------------------------|---------------------------------------------|-----------------------------|
| 1  | Sertifikasi Food & Beverage Service                                 | 40                                       | 2400                            | 40                                          | 2 Januari 2025              |
| 2  | Training Update Forecast                                            | 9                                        | 540                             | 9                                           | 10 dan 17 Januari 2025      |
| 3  | Training Sequence of Service                                        | 9                                        | 540                             | 9                                           | 17 Januari 2025             |
| 4  | Planning to Work                                                    | 4                                        | 240                             | 4                                           | 20 Januari 2025             |
| 5  | Minimalis Food Spoilage                                             | 4                                        | 240                             | 4                                           | 21 Januari 2025             |
| 6  | Handly to Ala Carte                                                 | 4                                        | 240                             | 4                                           | 22 Januari 2025             |
| 7  | Basic Cooking                                                       | 4                                        | 240                             | 4                                           | 23 Januari 2025             |
| 8  | Saving Cost                                                         | 4                                        | 240                             | 4                                           | 24 Januari 2025             |
| 9  | Certified IT Auditor Professional (CITAP)                           | 1                                        | 200                             | 3                                           | 18-21 Januari 2025          |
| 10 | Fundamental Internal Auditor                                        | 1                                        | 200                             | 3                                           | 19 Januari 2025             |
| 11 | Struktur & Skala Upah                                               | 3                                        | 720                             | 12                                          | 29-30 Januari 2025          |
| 12 | Training Pengelolaan Aset                                           | 35                                       | 6300                            | 105                                         | 30 Januari 2025             |
| 13 | HACCP - Manajemen Keamanan Pangan                                   | 4                                        | 240                             | 4                                           | 3 Februari 2025             |
| 14 | Bagaimana set-up breakfast                                          | 4                                        | 240                             | 4                                           | 4 Februari 2025             |
| 15 | Training Gas dan system supply                                      | 13                                       | 975                             | 16.5                                        | 5 Februari 2025             |
| 16 | Training product knowledge dan service excellent                    | 28                                       | 3360                            | 56                                          | 5 Februari 2025             |
| 17 | Training stock control                                              | 3                                        | 180                             | 3                                           | 5 Februari 2025             |
| 18 | Pelatihan P3DN dan Pengadaan Barang/Jasa                            | 18                                       | 3240                            | 54                                          | 10 Februari 2025            |
| 19 | Financial Analyst Professional                                      | 1                                        | 180                             | 3                                           | 11 Februari 2025            |
| 20 | Pelatihan Pengadaan Pemerintah                                      | 11                                       | 1320                            | 22                                          | 12 Februari 2025            |
| 21 | Pelatihan Damkar                                                    | 29                                       | 3480                            | 58                                          | 21 Februari 2025            |
| 22 | Property Management                                                 | 1                                        | 2400                            | 40                                          | 24-28 Februari 2025         |
| 23 | Training room division                                              | 9                                        | 540                             | 9                                           | 25 Januari 2025             |
| 24 | Advancing Finance and Auditing for a greener Future                 | 1                                        | 180                             | 3                                           | 26 Februari 2025            |
| 25 | Audit Internal                                                      | 1                                        | 120                             | 2                                           | 3 Maret 2025                |
| 26 | Certified Profesional Fraud Investigator                            | 32                                       | 1920                            | 32                                          | 4-7 Maret 2025              |
| 27 | HACCP                                                               | 15                                       | 900                             | 15                                          | 4 Maret 2025                |
| 28 | How to submit payment get out Agoda                                 | 13                                       | 780                             | 13                                          | 7 Maret 2025                |
| 29 | Strategi Optimalisasi Penggunaan E-Katalog 6 Bagi Para Pelaku Usaha | 1                                        | 600                             | 10                                          | 8 Maret 2025                |
| 30 | Metode cooking                                                      | 15                                       | 900                             | 15                                          | 10 Maret 2025               |
| 31 | Bumbu dasar Indonesia                                               | 15                                       | 900                             | 15                                          | 11 Maret 2025               |
| 32 | Concierge - Pengertian & Job Desknya                                | 12                                       | 720                             | 12                                          | 14 Maret 2025               |

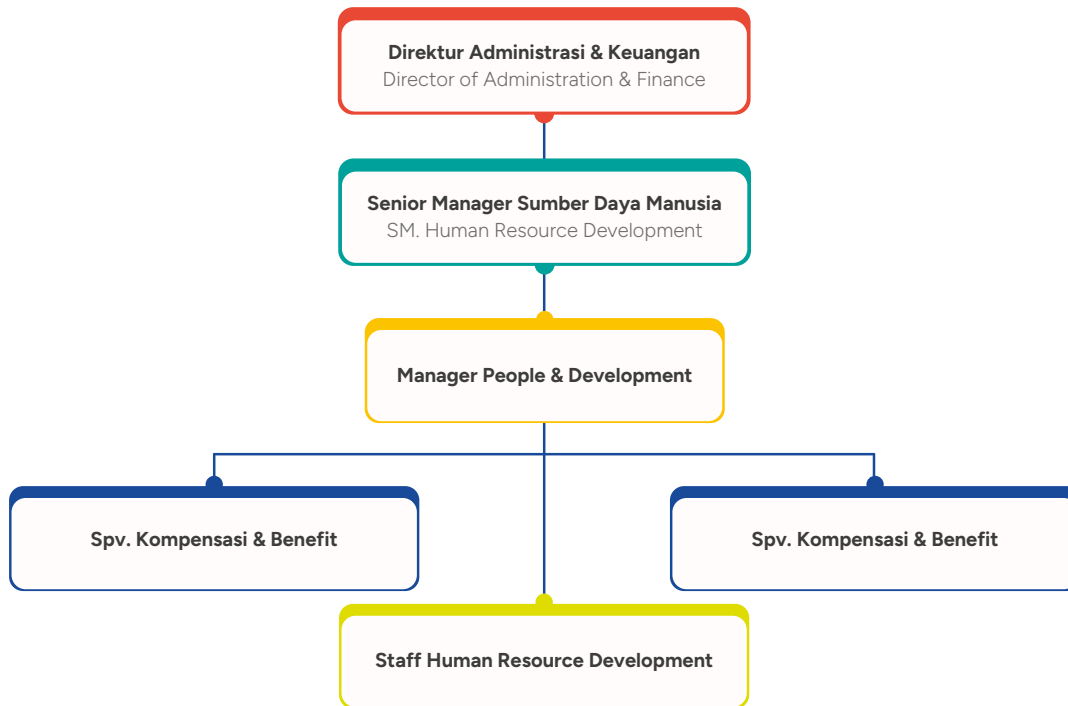
| No | Nama Training<br>Training Title                       | Jumlah Peserta<br>Number of Participants | Waktu (Menit)<br>Time (Minutes) | Total Jam Pelatihan<br>Total Training Hours | Tanggal Pelaksanaan<br>Date |
|----|-------------------------------------------------------|------------------------------------------|---------------------------------|---------------------------------------------|-----------------------------|
| 33 | Penerapan Manajemen Risiko dan Tata Kelola Perusahaan | 1                                        | 200                             | 3.5                                         | 15 Maret 2025               |
| 34 | WorkShop Good Corporate Governance                    | 9                                        | 4320                            | 72                                          | Maret                       |
| 35 | Cara setup breakfast yang benar                       | 15                                       | 900                             | 15                                          | 18 Maret 2025               |
| 36 | Penanggulangan Bencana Kebakaran                      | 30                                       | 1800                            | 30                                          | Thursday, April 17, 2025    |
| 37 | Risk Manajemen Spesialist                             | 1                                        | 360                             | 6                                           | 23-24 April 2025            |
| 38 | Certified Risk Management Specialist                  | 1                                        | 1920                            | 32                                          | 23-27 April 2025            |
| 39 | How To Make Fried Rice                                | 10                                       | 300                             | 5                                           | Friday, April 25, 2025      |
| 40 | How To Cut Chicken Standart                           | 11                                       | 660                             | 11                                          | Saturday, April 26, 2025    |
| 41 | Cara Penggunaan APAR                                  | 26                                       | 1560                            | 26                                          | Wednesday, April 30, 2025   |
| 42 | Sertifikasi Kompetensi Receptionist                   | 1                                        | 2160                            | 36                                          | 6-8 Mei 2025                |
| 43 | Higiene Sanitasi Pangan                               | 12                                       | 720                             | 12                                          | 07 Mei 2025                 |
| 44 | HACCP                                                 | 10                                       | 600                             | 10                                          | 8 Mei 2025                  |
| 45 | Sertifikasi HK                                        | 1                                        | 2640                            | 44                                          | 10-13 Mei 2025              |
| 46 | Working Prochedure                                    | 14                                       | 840                             | 14                                          | 12 Mei 2025                 |
| 47 | Pemeliharaan Kebersihan Lingkungan                    | 10                                       | 600                             | 10                                          | 13 Mei 2025                 |
| 48 | How To Make Bolu Kukus                                | 9                                        | 540                             | 9                                           | 14 Mei 2025                 |
| 49 | How To Make Pumpkin Pie                               | 12                                       | 720                             | 12                                          | 15 Mei 2025                 |
| 50 | Mother Sauce                                          | 11                                       | 660                             | 11                                          | 16 Mei 2025                 |
| 51 | How To Make Steak                                     | 13                                       | 780                             | 13                                          | 17 Mei 2025                 |
| 52 | How To Make Steak Sauce                               | 9                                        | 540                             | 9                                           | 18 Mei 2025                 |
| 53 | Digital Marketing                                     | 1                                        | 2400                            | 40                                          | 21-24 Mei 2025              |
| 54 | How To Cooking Soup                                   | 10                                       | 600                             | 10                                          | 22 Mei 2025                 |
| 55 | Art Towel untuk room attendant                        | 11                                       | 660                             | 11                                          | 15 mei 2025                 |
| 56 | Training cara menggunakan mesin Polisher              | 4                                        | 240                             | 4                                           | 14 mei 2025                 |
| 57 | Strategi social media the tavia heritage hotel        | 4                                        | 240                             | 4                                           | 13 Mei 2025                 |
| 58 | Hidroponik                                            | 1                                        | 120                             | 2                                           | 14 mei 2025                 |
| 59 | Bimtek Sensivitas Disabilitas                         | 1                                        | 360                             | 6                                           | 4 Juni 2025                 |
| 60 | HACCP                                                 | 11                                       | 660                             | 11                                          | 7 Juni 2025                 |
| 61 | Metode Cooking                                        | 11                                       | 660                             | 11                                          | 10 Juni 2025                |
| 62 | Maxial                                                | 7                                        | 1260                            | 21                                          | 12 Juni 2025                |
| 63 | Room Attendant Training                               | 4                                        | 240                             | 4                                           | 12 Juni 2025                |
| 64 | Room Attendant Training                               | 9                                        | 540                             | 9                                           | 13 Juni 2025                |
| 65 | How To Make Soto                                      | 11                                       | 660                             | 11                                          | 13 Juni 2025                |
| 66 | How To Planning To Work                               | 11                                       | 660                             | 11                                          | 18 Juni 2025                |
| 67 | How To handle a La Carte                              | 12                                       | 720                             | 12                                          | 19 Juni 2025                |
| 68 | Public Area Training                                  | 4                                        | 240                             | 4                                           | 24 Juni 2025                |
| 69 | Maxial                                                | 14                                       | 6720                            | 112                                         | 24 Juni 2025                |
| 70 | Room Attendant Training                               | 8                                        | 480                             | 8                                           | 25 Juni 2025                |
| 71 | Maxial                                                | 12                                       | 5760                            | 96                                          | 25 Juni 2025                |
| 72 | Maxial                                                | 17                                       | 10200                           | 170                                         | 26 Juni 2025                |
| 73 | Compensasi & Benefit                                  | 2                                        | 720                             | 12                                          | 27-28 Juni 2025             |
| 74 | Sosialisasi Disnaker Disabilitas                      | 1                                        | 120                             | 2                                           | 4 Juli 2025                 |
| 75 | Standart Presentation A La Carte Egg/Omellete         | 13                                       | 780                             | 13                                          | 9 Juli 2025                 |



| No    | Nama Training<br>Training Title             | Jumlah Peserta<br>Number of Participants | Waktu (Menit)<br>Time (Minutes) | Total Jam Pelatihan<br>Total Training Hours | Tanggal Pelaksanaan<br>Date |
|-------|---------------------------------------------|------------------------------------------|---------------------------------|---------------------------------------------|-----------------------------|
| 76    | Classic Caesar Dressing                     | 8                                        | 480                             | 8                                           | 14 Juli 2025                |
| 77    | How To Make Garnish                         | 12                                       | 720                             | 12                                          | 16 Juli 2025                |
| 78    | Room Attendant Training                     | 10                                       | 600                             | 10                                          | 16 Juli 2025                |
| 79    | SOP + DACI                                  | 5                                        | 900                             | 15                                          | 26 Juli 2025                |
| 79    | HACCP                                       | 9                                        | 540                             | 9                                           | 4 Agustus 2025              |
| 80    | Sertifikasi F&B Service                     | 2                                        | 4800                            | 80                                          | 5-8 Agustus 2025            |
| 81    | Working procedure                           | 9                                        | 540                             | 9                                           | 6 Agustus 2025              |
| 82    | Pelatihan dan sertifikasi Bartender         | 1                                        | 1080                            | 18                                          | 12-14 Agustus 2025          |
| 84    | Corporate Culture Transformation            | 2                                        | 1080                            | 18                                          | 23 Agustus 2025             |
| 85    | How to make bread and butter pudding        | 8                                        | 5120                            | 85.6                                        | 28 Agustus 2025             |
| 85    | How to make Chicken karage                  | 9                                        | 540                             | 9                                           | 8 September 2025            |
| 86    | Pengaplikasian Chemical                     | 8                                        | 180                             | 3                                           | 8 September 2025            |
| 87    | pelatihan dan sertifikasi barista           | 1                                        | 1440                            | 24                                          | 9 - 11 September 2025       |
| 88    | How to fillet Whole Salmon                  | 10                                       | 600                             | 10                                          | 10 September 2025           |
| 89    | Menjadi Government Relations Profesional    | 1                                        | 1440                            | 24                                          | 10 - 12 September 2025      |
| 90    | Training Treatment Tamu DND                 | 8                                        | 480                             | 8                                           | 12 September 2025           |
| 91    | How to make Omelete                         | 10                                       | 600                             | 10                                          | 16 September 2025           |
| 92    | Property Management                         | 1                                        | 2400                            | 40                                          | 22-26 September 2025        |
| 93    | How to make demi glace                      | 9                                        | 540                             | 9                                           | 26 September 2025           |
| 94    | Knowledge of spices herbs                   | 10                                       | 600                             | 10                                          | 27 September 2025           |
| 95    | Dry Heat cooking method                     | 10                                       | 600                             | 10                                          | 28 September 2025           |
| 96    | From Lens To Life : Discover Every Angle    | 1                                        | 360                             | 6                                           | 28 September                |
| 97    | Pelatihan Manajemen Risiko                  | 1                                        | 480                             | 8                                           | 29 Sep - 1 Oktober 2025     |
| 98    | Pelatihan Manajemen Risiko                  | 1                                        | 480                             | 8                                           | 29 Sep - 1 Oktober 2025     |
| 99    | Receiving goods procedure                   | 8                                        | 480                             | 8                                           | 07 October 2025             |
| 100   | Tata cara set up room for honeymoon         | 6                                        | 360                             | 6                                           | 12 Oktober 2025             |
| 101   | Thermometer and antiseptic wipes            | 7                                        | 420                             | 7                                           | 13 Oktober 2025             |
| 102   | Food holding display                        | 7                                        | 420                             | 7                                           | 16 Oktober 2025             |
| 103   | Food product knowledge                      | 7                                        | 420                             | 7                                           | 20 Oktober 2025             |
| 104   | Cara mencuci chiller dan freezer yang benar | 7                                        | 420                             | 7                                           | 24 Oktober 2025             |
| 105   | How to make prawn bisque                    | 7                                        | 420                             | 7                                           | 28 Oktober 2025             |
| 106   | keselamatan dan kesehatan kerja             | 7                                        | 420                             | 7                                           | 29 Oktober 2025             |
| 107   | Higiene sanitasi pangan                     | 11                                       | 660                             | 11                                          | 04 November 2025            |
| 108   | HACCP                                       | 10                                       | 600                             | 10                                          | 06 November 2025            |
| 109   | Working procedure                           | 14                                       | 840                             | 14                                          | 11 November 2025            |
| 110   | Pemeliharaan kebersihan lingkungan          | 13                                       | 780                             | 13                                          | 14 November 2025            |
| 111   | Penggunaan chemical (PA)                    | 6                                        | 360                             | 6                                           | 17 November 2025            |
| 112   | Set up Trolley (RA)                         | 8                                        | 480                             | 8                                           | 20 November 2025            |
| 113   | Cooking Method                              | 11                                       | 660                             | 11                                          | 25 November 2025            |
| 114   | Bumbu Dasar Indonesia                       | 11                                       | 660                             | 11                                          | 27 November 2025            |
| 115   | How to cut vegetable                        | 13                                       | 780                             | 13                                          | 28 November 2025            |
| TOTAL |                                             | 1028                                     | 128915                          | 2148.6                                      |                             |

## Struktur Organisasi Divisi Sumber Daya Manusia

Berdasarkan Surat Keputusan Direksi No. 97 Tahun 2025, Perusahaan telah menetapkan susunan organisasi beserta pembagian fungsi dan tanggung jawab pada Divisi Sumber Daya Manusia. Dalam pelaksanaannya, Senior Manager SDM berada di bawah koordinasi langsung Direktur Administrasi dan Keuangan. Adapun susunan organisasi pada Divisi SDM adalah sebagai berikut:



## Human Resources Division Organizational Structure

Based on Board of Directors Decree No. 97 of 2025 dated, the Company has determined the organizational structure and division of functions and responsibilities within the Human Resources Division. In practice, the Senior HR Manager reports directly to the Director of Administration and Finance. The organizational structure of the HR Division is as follows:

## Teknologi Informasi

### Information Technology

#### Gambaran Umum Sistem Teknologi Informasi

JXB menempatkan teknologi informasi sebagai elemen strategis yang berperan penting dalam meningkatkan daya saing perusahaan di tengah ketatnya persaingan industri. Pemanfaatan teknologi tersebut telah mendukung percepatan inovasi baik pada pengembangan produk maupun penyempurnaan proses bisnis, sekaligus mendorong perubahan pada ekosistem usaha, termasuk perkembangan teknologi, perubahan perilaku pelanggan, serta meningkatnya kompetisi antar produk.

Sebagai bagian dari arah strategis perusahaan, JXB terus mengoptimalkan penggunaan teknologi informasi untuk mendorong lahirnya inovasi dan peluang bisnis baru. Upaya transformasi digital ini difokuskan pada peningkatan

#### Information Technology Systems Overview

JXB places information technology as a strategic element that plays an important role in increasing the company's competitiveness amid fierce industry competition. The use of this technology has supported the acceleration of innovation in both product development and business process improvement, while also driving changes in the business ecosystem, including technological developments, changes in customer behavior, and increased competition between products.

As part of the company's strategic direction, JXB continues to optimize the use of information technology to encourage innovation and new business opportunities. These digital transformation efforts are focused on improving customer





pengalaman pelanggan, efisiensi operasional, serta penguatan model bisnis yang lebih adaptif, sehingga mampu mendukung keberlanjutan usaha dan menjaga keunggulan layanan perusahaan.

## Dasar Penerapan Sistem Teknologi Informasi

Seiring dengan dinamika Revolusi Industri 4.0 yang ditandai oleh pesatnya perkembangan teknologi, JXB terus melakukan penyesuaian melalui penerapan teknologi informasi secara terintegrasi di seluruh lini operasional dan kegiatan bisnis. Teknologi informasi diposisikan sebagai fondasi strategis dalam menjaga keberlanjutan daya saing perusahaan di tengah kompetisi yang semakin terbuka. Implementasi teknologi yang tepat guna telah membantu JXB meningkatkan efisiensi proses, mempercepat kualitas layanan, serta menciptakan nilai tambah bagi seluruh pemangku kepentingan. Komitmen tersebut diwujudkan melalui penerapan tata kelola teknologi informasi yang sistematis, dengan pedoman yang secara berkala dievaluasi agar tetap selaras dengan perkembangan kebutuhan bisnis dan arah strategis perusahaan.

Sebagai wujud pengelolaan yang terarah, JXB menerapkan tata kelola teknologi informasi yang dituangkan dalam Manual Tata Kelola TI, yang mencakup kerangka kebijakan, proses operasional, serta mekanisme pengendalian risiko dan pengelolaan sumber daya teknologi secara optimal. Perusahaan secara rutin melakukan peninjauan tahunan terhadap manual tersebut guna memastikan kesesuaiannya dengan perkembangan organisasi serta dinamika teknologi informasi yang terus berubah.

## Tujuan Penerapan Sistem Teknologi Informasi

JXB menyadari bahwa tanpa dukungan teknologi informasi yang memadai, Perusahaan akan menghadapi kesulitan dalam merespons disrupsi industri yang berkembang secara cepat dan luas. Oleh karena itu, teknologi informasi ditempatkan sebagai salah satu pilar strategis untuk memperkuat daya saing, terutama dalam industri pariwisata dan perhotelan yang semakin kompetitif.

Komitmen tersebut diwujudkan melalui penyediaan infrastruktur teknologi informasi yang andal, pengembangan aplikasi inti yang mendukung operasional bisnis, serta peningkatan kompetensi sumber daya manusia di bidang teknologi informasi.

Adapun tujuan utama penerapan teknologi informasi dalam pengelolaan bisnis JXB adalah sebagai berikut:

1. Mempermudah dan mempercepat penyampaian informasi mengenai perkembangan usaha Perusahaan kepada pelanggan dan masyarakat. Teknologi informasi berperan penting dalam mendukung Perusahaan untuk

experience, operational efficiency, and strengthening a more adaptive business model, thereby supporting business sustainability and maintaining the company's service excellence.

## Basis for the Implementation of the Information Technology System

In line with the dynamics of the Industrial Revolution 4.0, which is marked by rapid technological developments, JXB continues to make adjustments through the integrated application of information technology across all operational lines and business activities. Information technology is positioned as a strategic foundation in maintaining the company's competitiveness amid increasingly open competition. The implementation of appropriate technology has helped JXB improve process efficiency, accelerate service quality, and create added value for all stakeholders. This commitment is realized through the application of systematic information technology governance, with guidelines that are periodically evaluated to remain in line with business needs and the company's strategic direction.

As a form of targeted management, JXB implements information technology governance as outlined in the IT Governance Manual, which covers the policy framework, operational processes, and mechanisms for optimal risk control and technology resource management. The company routinely conducts annual reviews of the manual to ensure its suitability with organizational developments and the ever-changing dynamics of information technology.

## Objectives of the Implementation of the Information Technology System

JXB realizes that without adequate information technology support, the Company will face difficulties in responding to rapidly and widely developing industry disruptions. Therefore, information technology is positioned as one of the strategic pillars to strengthen competitiveness, especially in the increasingly competitive tourism and hospitality industries.

This commitment is realized through the provision of reliable information technology infrastructure, the development of core applications that support business operations, and the improvement of human resource competencies in the field of information technology.

The main objectives of implementing information technology in JXB's business management are as follows:

1. Facilitating and accelerating the delivery of information regarding the Company's business developments to customers and the public. Information technology plays an important role in supporting the Company to

menjalin kemitraan dengan pemerintah, mitra kerja, pelanggan, serta pemangku kepentingan lainnya.

2. Mempercepat penyediaan informasi yang dibutuhkan pelanggan dan masyarakat, sekaligus meminimalkan potensi kesalahan teknis, khususnya terkait harga sewa kamar, kondisi fasilitas perhotelan, serta layanan yang tersedia.
3. Meningkatkan daya saing dan kemampuan Perusahaan dalam mengoptimalkan kinerja bisnis, sekaligus mendorong terciptanya efektivitas dan efisiensi operasional secara berkelanjutan.
4. Mendukung pencapaian keunggulan kompetitif dengan membantu Perusahaan membangun model bisnis yang berorientasi pada kebutuhan pelanggan. Melalui teknologi informasi, Perusahaan dapat membuka peluang strategis untuk menjalin interaksi berkelanjutan dengan pelanggan dan mitra bisnis, khususnya dalam kegiatan pemasaran produk dan layanan.
5. Mempercepat proses pengambilan keputusan strategis melalui ketersediaan data yang akurat, relevan, dan real time, sehingga dapat memberikan manfaat optimal dalam pencapaian sasaran perencanaan Perusahaan.
6. Memungkinkan Perusahaan melakukan rekayasa ulang proses bisnis. Dengan dukungan teknologi informasi, proses manual dapat dialihkan menjadi sistem otomatis, sehingga mampu menekan biaya tenaga kerja, penggunaan kertas dan alat tulis kantor, serta biaya promosi dan pemasaran.
7. Mewujudkan tata kelola Perusahaan yang terintegrasi di seluruh unit organisasi, yang pada akhirnya meningkatkan kecepatan respons terhadap kebutuhan pelanggan serta memperkuat kemampuan Perusahaan dalam menangkap peluang bisnis yang inovatif.
8. Mendukung pencapaian visi, misi, tujuan, dan target Perusahaan, baik dalam jangka pendek maupun jangka panjang.
9. Meningkatkan efektivitas koordinasi antara Kantor Pusat dan seluruh unit perhotelan secara cepat, tepat, dan efisien.

establish partnerships with the government, business partners, customers, and other stakeholders.

2. Accelerating the provision of information needed by customers and the public, while minimizing the potential for technical errors, particularly those related to room rates, hotel facilities, and available services.
3. To increase the Company's competitiveness and ability to optimize business performance, while promoting sustainable operational effectiveness and efficiency.
4. To support the achievement of competitive advantage by helping the Company build a customer-oriented business model. Through information technology, the Company can open up strategic opportunities to establish continuous interaction with customers and business partners, particularly in product and service marketing activities.
5. Accelerate the strategic decision-making process through the availability of accurate, relevant, and real-time data, thereby providing optimal benefits in achieving the Company's planning objectives.
6. Enabling the Company to reengineer business processes. With the support of information technology, manual processes can be converted into automated systems, thereby reducing labor costs, paper and stationery usage, as well as promotion and marketing costs.
7. Realizing integrated corporate governance across all organizational units, which ultimately increases the speed of response to customer needs and strengthens the Company's ability to capture innovative business opportunities.
8. Supports the achievement of the Company's vision, mission, goals, and targets, both in the short and long term.
9. Improves the effectiveness of coordination between the Head Office and all hospitality units in a fast, accurate, and efficient manner.

## Tinjauan Tata Kelola Sistem Teknologi Informasi

Untuk memaksimalkan nilai tambah dari implementasi teknologi informasi, diperlukan keterpaduan yang erat antara arah strategi bisnis dan strategi teknologi informasi. JXB telah menyiapkan landasan yang kuat dalam pengembangan sistem teknologi informasi, serta menyusun Rencana Kerja Teknologi Informasi yang selaras dan terintegrasi dengan Rencana Jangka Panjang Perusahaan (RJPP).

## Information Technology Systems Management Overview

To maximize the added value of information technology implementation, close integration between business strategy and information technology strategy is required. JXB has laid a strong foundation for information technology system development and has formulated an Information Technology Work Plan that is aligned and integrated with the Company's Long-Term Plan (RJPP).



## Kebijakan Pengembangan Sistem Teknologi Informasi

Dalam rangka meningkatkan efisiensi operasional serta pengembangan layanan, JXB secara bertahap membangun sistem teknologi informasi melalui proses perencanaan dan analisis yang komprehensif. Keberadaan sistem informasi yang adaptif dan responsif menjadi kebutuhan penting bagi Perusahaan, khususnya dalam menghadapi dinamika peluang bisnis yang menuntut ketepatan dan kecepatan dalam pengambilan keputusan.

Seiring dengan pertumbuhan organisasi dan kompleksitas kegiatan operasional, JXB terus melakukan penyempurnaan sistem secara berkelanjutan. Upaya transformasi ini dilakukan untuk memastikan sistem yang dimiliki tetap relevan, mampu mendukung kebutuhan bisnis, serta menjaga tingkat kepercayaan pelanggan melalui layanan berbasis teknologi yang semakin modern dan andal.

Pemahaman akan peran strategis teknologi informasi di tengah arus globalisasi juga mendorong JXB menjadikan digitalisasi sebagai salah satu fondasi utama dalam menjaga keberlangsungan usaha. Melalui pemanfaatan teknologi secara optimal, Perusahaan dapat meningkatkan kualitas layanan, memperkuat daya saing, serta mempercepat proses pengambilan keputusan manajerial yang didukung oleh ketersediaan data yang akurat dan terintegrasi.

## Strategi Penerapan Sistem Teknologi Informasi

Dalam menghadapi dinamika dan tantangan pada sektor pariwisata serta ekonomi kreatif, JXB terus melakukan berbagai terobosan guna memperkuat posisi kompetitifnya. Salah satu langkah strategis yang ditempuh adalah mengoptimalkan pemanfaatan teknologi informasi sebagai penopang keberlanjutan usaha sekaligus peningkatan efisiensi operasional.

Pengembangan teknologi tersebut dilaksanakan secara terencana dan disesuaikan dengan kebutuhan bisnis, sehingga mampu mendukung peningkatan kinerja serta pertumbuhan Perseroan secara menyeluruh. Sepanjang tahun 2025, JXB merealisasikan sejumlah inisiatif pengembangan teknologi informasi yang berfokus pada digitalisasi sistem perusahaan, peningkatan kualitas layanan kepada pelanggan, serta penguatan pemasaran produk digital.

Inisiatif tersebut antara lain meliputi implementasi *Human Resource Information System* (HRIS) serta sistem administrasi persuratan melalui SIPAS (surat masuk dan surat keluar) yang telah diterapkan di kantor pusat dan unit usaha. Selain itu, Perseroan juga mengembangkan berbagai aplikasi pendukung operasional dan layanan, seperti Event Attendance System, website Filming in Jakarta, Room

## Policy on Developing the Information Technology System

In order to improve operational efficiency and service development, JXB is gradually building an information technology system through a comprehensive planning and analysis process. The existence of an adaptive and responsive information system is an important requirement for the Company, especially in facing dynamic business opportunities that demand accuracy and speed in decision making.

Along with the growth of the organization and the complexity of operational activities, JXB continues to make continuous improvements to the system. This transformation effort is carried out to ensure that the system remains relevant, is able to support business needs, and maintains customer trust through increasingly modern and reliable technology-based services.

Understanding the strategic role of information technology amid globalization has also encouraged JXB to make digitalization one of the main foundations in maintaining business continuity. Through optimal use of technology, the Company can improve service quality, strengthen competitiveness, and accelerate managerial decision-making processes supported by the availability of accurate and integrated data.

## Strategy for Implementing the Information Technology System

In facing the dynamics and challenges in the tourism and creative economy sectors, JXB continues to make various breakthroughs to strengthen its competitive position. One of the strategic steps taken is to optimize the use of information technology as a support for business sustainability and operational efficiency improvement.

The development of these technologies was carried out in a structured manner and aligned with business needs, enabling the Company to support performance improvement and overall growth. Throughout 2025, JXB implemented a number of information technology initiatives focused on digitalizing corporate systems, enhancing customer services, and strengthening the marketing of digital products.

These initiatives included the implementation of a Human Resource Information System (HRIS) as well as the SIPAS correspondence system (incoming and outgoing mail), which has been deployed at the head office and across business units. In addition, the Company developed various applications to support operations and services, such as the Event Attendance System, Filming in Jakarta website, Room

Service GCR, aplikasi Undian Pertanyaan Abang None 2025, serta Dashboard Asset Monitoring. Perseroan juga menyelesaikan pengembangan aplikasi terintegrasi JXBApp serta menjalin kolaborasi dengan aplikasi JAKI Super App dan ITC untuk memperluas ekosistem layanan digital.

Di sisi pemasaran dan layanan pelanggan, Perseroan melakukan penambahan fitur email blaster pada aplikasi CRM, pengembangan promotion page pada seluruh website hotel, serta implementasi *booking engine* pada website Grand Cempaka Resort. Perseroan juga membangun website Digipro sebagai media untuk memasarkan produk digital di bidang teknologi informasi.

Sejalan dengan upaya efisiensi operasional, Perseroan melakukan optimalisasi biaya infrastruktur ICT, antara lain melalui efisiensi pada fasilitas Arcici Plumpang dan internet C'One Cluster, serta pengendalian biaya operasional teknologi informasi di kantor pusat dan seluruh unit usaha.

Room Service GCR, the Abang None 2025 Q&A Lottery application, and a Dashboard Asset Monitoring system. The Company also completed the development of the integrated JXBApp and established collaborations with the JAKI Super App and ITC to expand its digital service ecosystem.

On the marketing and customer service front, the Company enhanced its CRM system by adding an email blaster feature, developed promotion pages across all hotel websites, and implemented a booking engine on the Grand Cempaka Resort website. The Company also launched the Digipro website as a platform to market its digital IT products.

In line with its operational efficiency initiatives, the Company optimized ICT infrastructure costs, including efficiencies at Arcici Plumpang and the C'One Cluster internet network, as well as tighter control of IT operational expenses at the head office and across all business units.

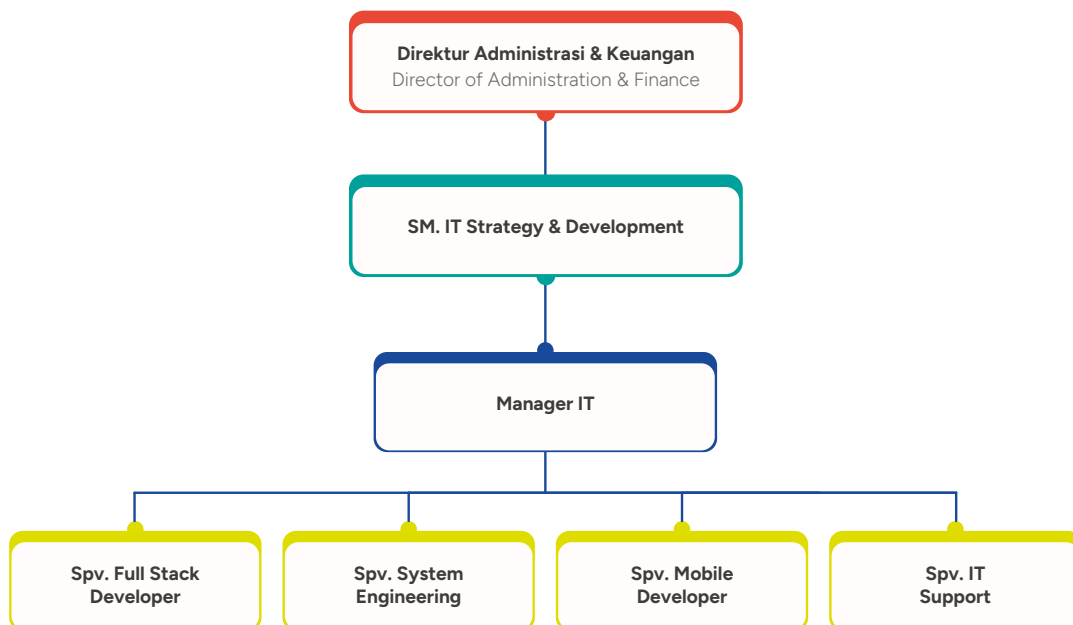
### Struktur Organisasi Divisi Teknologi Informasi

JXB memiliki Unit Kerja Teknologi Informasi (TI) yang bertanggung jawab dalam pengelolaan dan operasional sistem teknologi di seluruh lini Perusahaan. Unit ini berada di bawah pengawasan langsung Direktur Operasional dan Transformasi Digital. Dalam pelaksanaannya, Senior Manager Digital Transformation berperan menyusun strategi guna memastikan penerapan solusi TI selaras dengan kebutuhan bisnis, mengikuti perkembangan teknologi terkini, serta menerapkan prinsip tata kelola perusahaan yang baik. Implementasi transformasi digital dilakukan secara menyeluruh pada berbagai aspek usaha untuk meningkatkan efisiensi, mempercepat pelayanan kepada pelanggan, serta menjamin kinerja operasional TI yang optimal.

### Organizational Structure Of The Information Technology Division

JXB has an Information Technology (IT) Work Unit that is responsible for managing and operating technology systems across all lines of the Company. This unit is under the direct supervision of the Director of Operations and Digital Transformation. In its implementation, the Senior Manager of Digital Transformation plays a role in developing strategies to ensure that IT solutions are aligned with business needs, keep up with the latest technological developments, and apply good corporate governance principles. Digital transformation is implemented comprehensively in various aspects of the business to improve efficiency, accelerate customer service, and ensure optimal IT operational performance.





### Penerapan Perlindungan Data Pribadi

Perseroan telah menerapkan kebijakan perlindungan data pribadi yang mengacu pada peraturan perundang-undangan yang berlaku, dengan mengedepankan prinsip keamanan, kerahasiaan, dan integritas data. Seluruh data pelanggan, karyawan, dan mitra bisnis dikelola secara terstruktur melalui pembatasan akses berbasis hak pengguna (*role-based access control*). Dalam implementasinya, Perseroan menggunakan mekanisme enkripsi, pengamanan jaringan, serta pemantauan aktivitas sistem untuk mencegah potensi kebocoran data. Selain itu, Perseroan secara berkala menyelenggarakan sosialisasi dan pelatihan kepada karyawan guna meningkatkan kesadaran dan kepatuhan terhadap kebijakan perlindungan data pribadi.

### Implementation of Private Data Protection

The Company has implemented personal data protection policies in accordance with applicable laws and regulations, emphasizing the principles of data security, confidentiality, and integrity. All customer, employee, and business partner data are managed in a structured manner through role-based access control. In practice, the Company applies encryption mechanisms, network security measures, and system activity monitoring to prevent potential data breaches. In addition, the Company regularly conducts awareness programs and training for employees to strengthen compliance with personal data protection policies.

### Penerapan Keamanan Siber

Perseroan secara konsisten menerapkan standar keamanan siber untuk melindungi infrastruktur teknologi informasi dari berbagai ancaman, seperti malware, phishing, dan serangan siber lainnya. Pengamanan dilakukan melalui penerapan firewall, antivirus terpusat, intrusion detection/prevention system (IDS/IPS), serta pembaruan sistem secara berkala. Perseroan juga melakukan pemantauan jaringan dan sistem secara real-time untuk mendeteksi potensi gangguan keamanan. Selain itu, penerapan kebijakan manajemen akses, audit log, serta pengujian keamanan (*security assessment*) secara berkala dilakukan guna memastikan sistem tetap aman dan andal.

### Implementation of Cyber Security

The Company consistently implements cybersecurity standards to protect its information technology infrastructure from various threats, including malware, phishing, and other cyberattacks. Security measures include the use of firewalls, centralized antivirus systems, intrusion detection/prevention systems (IDS/IPS), and regular system updates. The Company also conducts real-time monitoring of networks and systems to detect potential security incidents. In addition, access management policies, audit logs, and periodic security assessments are implemented to ensure system reliability and resilience.





### Penerapan Rencana Pemulihan Data dan Bisnis

Perseroan telah menyusun dan mengimplementasikan rencana pemulihan data dan keberlangsungan bisnis melalui *Business Continuity Plan* (BCP) dan *Disaster Recovery Plan* (DRP) untuk memastikan operasional tetap berjalan dalam kondisi darurat. Data penting Perseroan secara rutin dicadangkan (*backup*) baik secara lokal maupun di lokasi terpisah (*offsite*). Dalam kondisi gangguan atau bencana, Perseroan memiliki prosedur pemulihan sistem yang dirancang untuk meminimalkan waktu pemulihan (*Recovery Time Objective/RTO*) serta tingkat kehilangan data (*Recovery Point Objective/RPO*). Langkah ini dilakukan guna menjaga kesinambungan layanan kepada pelanggan serta keberlangsungan operasional bisnis.

### Implementation of Data and Business Recovery Plan

The Company has established and implemented data recovery and business continuity measures through a Business Continuity Plan (BCP) and a Disaster Recovery Plan (DRP) to ensure operations can continue during emergency situations. Critical data are regularly backed up both locally and at offsite locations. In the event of disruptions or disasters, the Company has system recovery procedures designed to minimize recovery time (*Recovery Time Objective/RTO*) and data loss (*Recovery Point Objective/RPO*). These measures are intended to maintain service continuity and ensure the sustainability of business operations.





eS D Group



## Collaborate to Elevate

- Enhance the quality of service
- Increase the efficiency of the process
- Improve the customer experience
- Strengthen the relationship with the customer
- Increase the productivity of the team
- Enhance the overall performance of the organization
- Improve the quality of the work environment
- Increase the employee engagement
- Strengthen the corporate culture
- Enhance the brand reputation
- Increase the market share
- Improve the financial performance
- Strengthen the competitive advantage
- Enhance the sustainability of the business
- Increase the innovation and creativity
- Strengthen the leadership and management
- Enhance the communication and collaboration
- Increase the transparency and accountability
- Strengthen the risk management
- Enhance the compliance and legal aspects
- Increase the social responsibility
- Strengthen the environmental impact
- Enhance the community engagement
- Increase the overall impact of the organization

# 5



## ANALISIS DAN PEMBAHASAN MANAJEMEN

Management Discussion and Analysis







# Tinjauan Perekonomian dan Industri

## Economic and Industry Overview

### Tinjauan Umum

Memasuki tahun 2025, industri pariwisata dan perhotelan di Indonesia menunjukkan tren pertumbuhan yang semakin stabil setelah melewati fase pemulihan pada tahun-tahun sebelumnya. Peningkatan mobilitas masyarakat, bertambahnya penyelenggaraan kegiatan berskala nasional maupun internasional, serta pulihnya minat perjalanan wisata turut mendorong naiknya tingkat kunjungan wisatawan dan performa hunian hotel, termasuk di wilayah DKI Jakarta. Kondisi ini menjadi momentum positif bagi PT Jakarta Tourisindo (JXB) untuk terus memperkuat perannya sebagai salah satu penggerak ekosistem pariwisata daerah.

Sebagai Badan Usaha Milik Daerah Pemerintah Provinsi DKI Jakarta yang mengelola berbagai aset perhotelan dan destinasi wisata strategis, JXB secara konsisten berkomitmen menghadirkan layanan yang berkualitas dan bernilai tambah bagi masyarakat maupun wisatawan. Sepanjang tahun 2025, Perusahaan menitikberatkan upaya pada peningkatan kualitas layanan, optimalisasi dan revitalisasi aset, serta penguatan sinergi dengan berbagai pemangku kepentingan, termasuk pelaku UMKM dan komunitas kreatif. Langkah tersebut ditempuh untuk mendukung pengembangan pariwisata yang inklusif, berkelanjutan, dan selaras dengan dinamika kebutuhan pasar.

Perubahan perilaku wisatawan juga menjadi perhatian penting bagi JXB. Tren wisata berbasis pengalaman semakin menguat, di mana pengunjung tidak hanya mencari akomodasi, tetapi juga nilai budaya, kenyamanan, serta keterhubungan dengan karakter lokal. Menyikapi hal tersebut, Perusahaan terus mengembangkan pendekatan layanan yang berorientasi pada pengalaman pelanggan, sekaligus memperkuat peran sektor perhotelan sebagai bagian dari daya tarik pariwisata perkotaan. Upaya ini sejalan dengan visi untuk mendukung Jakarta sebagai destinasi urban yang kompetitif, dinamis, dan memiliki daya tarik yang berkelanjutan.

### Tinjauan Perekonomian Global

Pada tahun 2025, perekonomian global menunjukkan tren pertumbuhan yang relatif moderat di tengah dinamika ketidakpastian yang masih membayangi berbagai kawasan. Pemulihan ekonomi pascapandemi yang sebelumnya menjadi pendorong utama mulai memasuki fase normalisasi, ditandai dengan pertumbuhan yang lebih stabil namun tidak secepat periode rebound awal. Sejumlah negara maju masih menghadapi tantangan berupa tingginya suku bunga, inflasi yang belum sepenuhnya terkendali, serta tekanan fiskal akibat beban utang yang meningkat.

Di Amerika Serikat dan kawasan Eropa, kebijakan moneter yang ketat masih menjadi instrumen utama untuk menjaga

### General Overview

Entering 2025, the tourism and hospitality industry in Indonesia is showing a trend of increasingly stable growth after going through a recovery phase in previous years. Increased community mobility, the addition of national and international events, and the recovery of interest in travel have contributed to an increase in tourist visits and hotel occupancy rates, including in the DKI Jakarta area. This condition has become a positive momentum for PT Jakarta Tourisindo (JXB) to continue strengthening its role as one of the drivers of the regional tourism ecosystem.

As a Regional Owned Enterprise of the DKI Jakarta Provincial Government that manages various hotel assets and strategic tourist destinations, JXB is consistently committed to providing quality and value-added services to the community and tourists. Throughout 2025, the Company will focus its efforts on improving service quality, optimizing and revitalizing assets, and strengthening synergies with various stakeholders, including MSME players and creative communities. These steps are being taken to support inclusive, sustainable tourism development that is in line with market dynamics.

Changes in tourist behavior are also an important concern for JXB. The trend of experience-based tourism is growing stronger, where visitors are not only looking for accommodation, but also cultural value, comfort, and connection with local character. In response to this, the Company continues to develop a customer experience-oriented service approach, while strengthening the role of the hospitality sector as part of the appeal of urban tourism. These efforts are in line with the vision to support Jakarta as a competitive, dynamic, and sustainably attractive urban destination.

### Global Economic Overview

In 2025, the global economy showed a relatively moderate growth trend amid ongoing uncertainty in various regions. The post-pandemic economic recovery, which had previously been the main driver, began to enter a phase of normalization, marked by more stable but slower growth than during the initial rebound period. A number of developed countries still face challenges in the form of high interest rates, inflation that is not yet fully under control, and fiscal pressure due to increasing debt burdens.

In the United States and Europe, tight monetary policy remains the main instrument for maintaining price stability.



stabilitas harga. Meskipun inflasi menunjukkan tren penurunan secara bertahap, tingkat suku bunga yang relatif tinggi berdampak pada perlambatan investasi dan konsumsi. Di sisi lain, pasar tenaga kerja tetap cukup resilien, sehingga mampu menopang daya beli masyarakat dan menjaga pertumbuhan ekonomi tetap berada pada jalur positif meskipun terbatas.

Sementara itu, negara-negara berkembang, khususnya di Asia, menjadi salah satu motor pertumbuhan global pada tahun 2025. Aktivitas manufaktur, ekspor berbasis teknologi, serta peningkatan konsumsi domestik berkontribusi besar terhadap stabilitas ekonomi kawasan. Tiongkok dan India masih memainkan peran strategis dalam rantai pasok global, meskipun menghadapi tantangan struktural seperti penyesuaian sektor properti, transformasi industri, dan kebutuhan reformasi kebijakan ekonomi.

Faktor geopolitik juga tetap memengaruhi dinamika ekonomi dunia sepanjang tahun. Ketegangan perdagangan, konflik regional, serta perubahan kebijakan energi mendorong volatilitas harga komoditas global. Fluktuasi harga minyak, pangan, dan logam industri memberikan dampak berbeda bagi setiap negara, tergantung pada struktur ekonomi dan ketergantungan terhadap impor maupun ekspor komoditas tersebut.

Secara keseluruhan, pertumbuhan ekonomi global pada tahun 2025 berada dalam kondisi yang relatif stabil namun penuh kehati-hatian. Prospek jangka menengah tetap positif, didukung oleh transformasi digital, investasi pada energi berkelanjutan, serta peningkatan konektivitas perdagangan internasional. Namun demikian, keberhasilan menjaga momentum pertumbuhan akan sangat bergantung pada kemampuan negara-negara dalam mengelola inflasi, menjaga stabilitas keuangan, serta memperkuat kerja sama ekonomi global.

## Tinjauan Perekonomian Nasional

Sepanjang tahun 2025, perekonomian nasional Indonesia menunjukkan kinerja yang relatif stabil di tengah dinamika ekonomi global yang masih diliputi ketidakpastian. Tekanan eksternal yang berasal dari perlambatan pertumbuhan ekonomi negara maju, fluktuasi harga komoditas, serta ketegangan geopolitik global tetap menjadi tantangan bagi berbagai negara, termasuk Indonesia. Namun demikian, fundamental ekonomi domestik yang kuat mampu menjaga momentum pertumbuhan ekonomi nasional secara berkelanjutan.

Berdasarkan data Badan Pusat Statistik (BPS), pertumbuhan ekonomi Indonesia pada tahun 2025 tercatat berada pada kisaran di atas 5% secara tahunan. Pertumbuhan ini didorong terutama oleh meningkatnya aktivitas konsumsi rumah tangga, perbaikan kinerja investasi, serta kontribusi positif dari ekspor barang dan jasa. Stabilitas inflasi yang

Although inflation is showing a gradual downward trend, relatively high interest rates are impacting investment and consumption. On the other hand, the labor market remains quite resilient, supporting people's purchasing power and keeping economic growth on a positive, albeit limited, track.

Meanwhile, developing countries, particularly in Asia, will be one of the engines of global growth in 2025. Manufacturing activity, technology-based exports, and increased domestic consumption will contribute significantly to regional economic stability. China and India will continue to play a strategic role in the global supply chain, despite facing structural challenges such as property sector adjustments, industrial transformation, and the need for economic policy reforms.

Geopolitical factors also continue to influence global economic dynamics throughout the year. Trade tensions, regional conflicts, and changes in energy policy drive global commodity price volatility. Fluctuations in the prices of oil, food, and industrial metals have different impacts on each country, depending on their economic structure and dependence on imports and exports of these commodities.

Overall, global economic growth in 2025 will be relatively stable but cautious. The medium-term outlook remains positive, supported by digital transformation, investment in sustainable energy, and increased international trade connectivity. However, the success in maintaining growth momentum will largely depend on the ability of countries to manage inflation, maintain financial stability, and strengthen global economic cooperation.

## National Economic Overview

Throughout 2025, Indonesia's national economy showed relatively stable performance amid global economic dynamics that were still shrouded in uncertainty. External pressures stemming from slowing economic growth in developed countries, commodity price fluctuations, and global geopolitical tensions remained challenges for various countries, including Indonesia. However, strong domestic economic fundamentals were able to maintain the momentum of sustainable national economic growth.

Based on data from the Central Statistics Agency (BPS), Indonesia's economic growth in 2025 is recorded at above 5% on an annual basis. This growth is mainly driven by increased household consumption, improved investment performance, and positive contributions from exports of goods and services. Maintained inflation stability and



terjaga serta kebijakan fiskal dan moneter yang akomodatif turut berperan dalam mendukung daya beli masyarakat dan menjaga stabilitas makroekonomi.

Dari sisi pengeluaran, konsumsi rumah tangga tetap menjadi motor utama pertumbuhan ekonomi nasional dengan kontribusi terbesar terhadap Produk Domestik Bruto (PDB). Peningkatan mobilitas masyarakat, membaiknya aktivitas perdagangan, serta pulihnya sektor jasa menjadi faktor utama yang mendorong peningkatan konsumsi domestik. Selain itu, belanja pemerintah juga memberikan kontribusi penting melalui berbagai program pembangunan infrastruktur dan perlindungan sosial.

Kinerja investasi pada tahun 2025 menunjukkan tren yang positif, didukung oleh meningkatnya kepercayaan investor terhadap stabilitas ekonomi Indonesia. Realisasi Penanaman Modal Tetap Bruto (PMTB) meningkat seiring dengan percepatan pembangunan infrastruktur, ekspansi sektor industri pengolahan, serta peningkatan investasi pada sektor digital dan energi. Kebijakan pemerintah yang berfokus pada kemudahan berusaha dan hilirisasi industri turut memperkuat iklim investasi nasional.

Dari sisi eksternal, kinerja ekspor Indonesia masih didukung oleh permintaan global terhadap komoditas unggulan seperti batu bara, kelapa sawit, dan produk berbasis mineral. Di sisi lain, pertumbuhan ekspor manufaktur dan produk bernilai tambah juga menunjukkan peningkatan sejalan dengan strategi hilirisasi yang terus dijalankan pemerintah. Namun demikian, tekanan global tetap mempengaruhi volatilitas nilai tukar dan arus perdagangan internasional.

Secara sektoral, struktur ekonomi Indonesia masih didominasi oleh sektor industri pengolahan, perdagangan, serta pertanian. Sektor jasa, termasuk transportasi, akomodasi, dan pariwisata, mencatat pemulihan yang signifikan seiring meningkatnya mobilitas masyarakat dan aktivitas ekonomi pasca pandemi. Sektor konstruksi juga menunjukkan pertumbuhan yang solid sebagai dampak dari percepatan pembangunan infrastruktur nasional.

Dari perspektif kewilayahan, Pulau Jawa masih menjadi kontributor utama terhadap perekonomian nasional, diikuti oleh wilayah Sumatra dan Kalimantan. Namun demikian, pertumbuhan ekonomi di wilayah luar Jawa menunjukkan tren peningkatan yang positif, didorong oleh pengembangan kawasan industri, pembangunan infrastruktur strategis, serta optimalisasi potensi sumber daya alam di daerah.

Secara keseluruhan, perekonomian nasional pada tahun 2025 mencerminkan ketahanan yang kuat dan kemampuan adaptasi terhadap dinamika global. Sinergi kebijakan pemerintah, stabilitas sektor keuangan, serta peran aktif sektor swasta menjadi faktor kunci dalam menjaga momentum pertumbuhan. Ke depan, penguatan transformasi ekonomi, peningkatan produktivitas, serta pembangunan

accommodative fiscal and monetary policies also play a role in supporting people's purchasing power and maintaining macroeconomic stability.

In terms of expenditure, household consumption remains the main driver of national economic growth with the largest contribution to Gross Domestic Product (GDP). Increased community mobility, improved trade activity, and the recovery of the service sector are the main factors driving increased domestic consumption. In addition, government spending also made an important contribution through various infrastructure development and social protection programs.

Investment performance in 2025 showed a positive trend, supported by increased investor confidence in Indonesia's economic stability. Gross Fixed Capital Formation (GFCF) increased in line with the acceleration of infrastructure development, expansion of the manufacturing sector, and increased investment in the digital and energy sectors. Government policies focused on ease of doing business and industrial downstreaming have also strengthened the national investment climate.

Externally, Indonesia's export performance continues to be supported by global demand for leading commodities such as coal, palm oil, and mineral-based products. On the other hand, the growth of exports of manufactured and value-added products has also increased in line with the government's ongoing downstreaming strategy. However, global pressures continue to affect exchange rate volatility and international trade flows.

Sectorally, Indonesia's economic structure is still dominated by the manufacturing, trade, and agriculture sectors. The service sector, including transportation, accommodation, and tourism, has recorded a significant recovery in line with increased community mobility and economic activity after the pandemic. The construction sector also showed solid growth as a result of the acceleration of national infrastructure development.

From a regional perspective, Java Island remains the main contributor to the national economy, followed by Sumatra and Kalimantan. However, economic growth in regions outside Java showed a positive upward trend, driven by the development of industrial areas, strategic infrastructure development, and the optimization of natural resource potential in the regions.

Overall, the national economy in 2025 reflects strong resilience and adaptability to global dynamics. The synergy of government policies, financial sector stability, and the active role of the private sector are key factors in maintaining growth momentum. Going forward, strengthening economic transformation, increasing productivity, and inclusive and

yang inklusif dan berkelanjutan diharapkan dapat terus mendukung stabilitas dan daya saing ekonomi Indonesia.

## Tinjauan Industri Pariwisata dan Perhotelan

Sepanjang tahun 2025, industri pariwisata dan perhotelan global menunjukkan tren pertumbuhan yang semakin stabil setelah beberapa tahun sebelumnya mengalami tekanan akibat pandemi dan ketidakpastian ekonomi. Pemulihan mobilitas internasional, meningkatnya kepercayaan wisatawan, serta kemajuan teknologi digital dalam layanan perjalanan menjadi faktor utama yang mendorong bangkitnya sektor ini. Organisasi pariwisata dunia mencatat bahwa jumlah perjalanan wisata global terus meningkat, didorong oleh tingginya permintaan wisata rekreasi, bisnis, dan kegiatan MICE (*Meetings, Incentives, Conferences, and Exhibitions*).

Di tingkat regional, kawasan Asia Pasifik menjadi salah satu motor pertumbuhan industri pariwisata pada tahun 2025. Pembukaan kembali jalur penerbangan internasional secara penuh, kemudahan visa, serta meningkatnya konektivitas transportasi memberikan dampak positif terhadap arus wisatawan. Negara-negara di kawasan ini juga terus mengembangkan strategi pemasaran pariwisata berbasis pengalaman dan budaya lokal guna meningkatkan daya tarik destinasi.

Di Indonesia, sektor pariwisata dan perhotelan menunjukkan kinerja yang semakin membaik sepanjang tahun 2025. Peningkatan jumlah kunjungan wisatawan mancanegara serta pertumbuhan wisata domestik menjadi faktor utama yang mendorong pemulihan sektor ini. Dukungan pemerintah melalui promosi destinasi prioritas, pengembangan infrastruktur pariwisata, serta penyelenggaraan berbagai event nasional dan internasional turut memperkuat momentum pertumbuhan industri.

Industri perhotelan nasional juga mencatat peningkatan tingkat hunian kamar seiring dengan meningkatnya aktivitas perjalanan bisnis dan wisata. Hotel-hotel di kota besar, termasuk Jakarta, mengalami kenaikan okupansi yang didorong oleh kegiatan MICE, perjalanan dinas pemerintah, serta pertumbuhan wisata urban. Selain itu, tren perjalanan singkat (*short getaway*) dan *staycation* masih menjadi salah satu pendorong utama permintaan layanan akomodasi.

Perubahan perilaku wisatawan menjadi salah satu karakteristik penting industri pada tahun 2025. Wisatawan kini lebih mengutamakan pengalaman yang personal, layanan yang berbasis teknologi digital, serta aspek keberlanjutan lingkungan. Hal ini mendorong pelaku industri untuk beradaptasi melalui pengembangan layanan digital, peningkatan kualitas pelayanan, serta penerapan konsep pariwisata berkelanjutan.

Dari sisi tantangan, industri pariwisata dan perhotelan masih menghadapi sejumlah faktor eksternal, seperti fluktuasi

sustainable development are expected to continue to support Indonesia's economic stability and competitiveness.

## Tourism and Hospitality Industry Overview

Throughout 2025, the global tourism and hospitality industry showed a trend of increasingly stable growth after several years of pressure due to the pandemic and economic uncertainty. The recovery of international mobility, increased tourist confidence, and advances in digital technology in travel services were the main factors driving the sector's revival. World tourism organizations noted that the number of global tourist trips continued to increase, driven by high demand for leisure, business, and MICE (*Meetings, Incentives, Conferences, and Exhibitions*) activities.

At the regional level, the Asia-Pacific region will be one of the engines of growth for the tourism industry in 2025. The full reopening of international flight routes, visa facilitation, and improved transportation connectivity will have a positive impact on tourist flows. Countries in the region are also continuing to develop experience- and local culture-based tourism marketing strategies to enhance the attractiveness of their destinations.

In Indonesia, the tourism and hospitality sectors showed improved performance throughout 2025. The increase in the number of foreign tourist arrivals and the growth of domestic tourism were the main factors driving the recovery of this sector. Government support through the promotion of priority destinations, the development of tourism infrastructure, and the organization of various national and international events also strengthened the momentum of industry growth.

The national hospitality industry also recorded an increase in room occupancy rates in line with increased business and leisure travel activity. Hotels in major cities, including Jakarta, experienced an increase in occupancy driven by MICE activities, government business trips, and the growth of urban tourism. In addition, the trend of short getaways and *staycations* remains one of the main drivers of demand for accommodation services.

Changes in tourist behavior will be one of the important characteristics of the industry in 2025. Tourists now prioritize personalized experiences, digital technology-based services, and environmental sustainability. This has encouraged industry players to adapt by developing digital services, improving service quality, and implementing the concept of sustainable tourism.

In terms of challenges, the tourism and hospitality industry still faces a number of external factors, such as global

ekonomi global, perubahan pola perjalanan, serta persaingan yang semakin ketat. Selain itu, kenaikan biaya operasional, khususnya energi dan tenaga kerja, menjadi tantangan tersendiri bagi pelaku usaha perhotelan dalam menjaga efisiensi dan profitabilitas.

Meskipun demikian, prospek industri pariwisata dan perhotelan di Indonesia tetap positif dalam jangka menengah dan panjang. Potensi pasar domestik yang besar, kekayaan destinasi wisata, serta dukungan kebijakan pemerintah memberikan peluang pertumbuhan yang berkelanjutan. Transformasi digital dan kolaborasi lintas sektor juga diperkirakan akan semakin memperkuat daya saing industri.

Secara keseluruhan, tahun 2025 menjadi periode konsolidasi dan penguatan bagi industri pariwisata dan perhotelan. Pemulihan yang semakin solid, peningkatan kualitas layanan, serta adaptasi terhadap perubahan tren wisata menjadi fondasi penting bagi pertumbuhan industri ke depan. Dengan strategi yang tepat dan sinergi antara pemerintah, pelaku usaha, dan masyarakat, sektor ini diharapkan terus berkontribusi signifikan terhadap perekonomian nasional.

economic fluctuations, changes in travel patterns, and increasingly fierce competition. In addition, rising operating costs, particularly for energy and labor, pose a challenge for hoteliers in maintaining efficiency and profitability.

Nevertheless, the outlook for the tourism and hospitality industry in Indonesia remains positive in the medium and long term. The large domestic market potential, rich tourist destinations, and government policy support provide opportunities for sustainable growth. Digital transformation and cross-sector collaboration are also expected to further strengthen the industry's competitiveness.

Overall, 2025 will be a period of consolidation and strengthening for the tourism and hospitality industry. A more solid recovery, improved service quality, and adaptation to changing tourism trends will be important foundations for the industry's future growth. With the right strategies and synergy between the government, businesses, and the community, this sector is expected to continue to contribute significantly to the national economy.

## Tinjauan Bisnis Perusahaan

### Company Business Overview

Berdasarkan Akta Pendirian No. 6 tanggal 17 September 2014 yang dibuat oleh Notaris Yualita Widyadhari, SH, MKn., PT Jakarta Tourisindo (Perseroda) atau Jakarta Experience Board (JXB) menjalankan kegiatan usaha di sektor industri pariwisata serta penyedia akomodasi.

Pada tahap awal operasionalnya, aktivitas usaha perusahaan terbagi ke dalam tujuh lini bisnis utama (*core business*), yaitu:

1. Menyelenggarakan usaha perhotelan yang mencakup penyediaan kamar menginap, layanan makanan dan minuman, jasa laundry/binatu, serta berbagai layanan penunjang akomodasi lainnya;
2. Menyelenggarakan usaha pondok wisata yang meliputi penyediaan kamar, layanan makanan dan minuman, serta jasa laundry/binatu;
3. Menyelenggarakan kegiatan konvensi, termasuk perencanaan, pengelolaan anggaran, serta pelaksanaan penyelenggaraan konvensi;
4. Menyelenggarakan program perjalanan insentif melalui perencanaan dan pelaksanaan kegiatan perjalanan;
5. Menjalankan usaha di bidang perencanaan dan penyelenggaraan pameran;
6. Menyelenggarakan kegiatan penyusunan, koordinasi, dan pelaksanaan wisata sebelum, selama, dan setelah konvensi;

Based on Deed of Establishment No. 6 dated September 17, 2014, drawn up by Notary Yualita Widyadhari, SH, MKn., PT Jakarta Tourisindo (Perseroda) or Jakarta Experience Board (JXB) conducts business activities in the tourism industry and accommodation provision.

In its initial stage of operation, the company's business activities are divided into seven main lines of business (*core business*), namely:

1. Organizing a hospitality business that includes the provision of guest rooms, food and beverage services, laundry/dry cleaning services, and various other accommodation support services;
2. Organizing tourist lodging businesses, including providing rooms, food and beverage services, and laundry services;
3. Organizing convention activities, including planning, budget management, and convention implementation;
4. Organizing incentive travel programs through the planning and implementation of travel activities;
5. Operating businesses in the field of exhibition planning and management;
6. Organizing the preparation, coordination, and implementation of tours before, during, and after conventions;





7. Menyediakan jasa kesekretariatan bagi kegiatan konvensi, perjalanan insentif, kongres, pameran, seminar, lokakarya, dan temu ilmiah.

Perusahaan memiliki tekad untuk menjadi BUMD pariwisata dan perhotelan yang terpercaya melalui penguatan peran sebagai ecosystem enabler pariwisata di DKI Jakarta. Dalam mendukung tujuan tersebut, Perusahaan juga berfokus pada diversifikasi sumber pendapatan, peningkatan efisiensi biaya, serta upaya mencapai kemandirian finansial. Selain itu, penguatan kompetensi dan komposisi SDM yang produktif dan inovatif terus dilakukan guna menghadapi potensi disrupsi, disertai dengan penerapan transformasi digital dalam pelayanan publik maupun proses bisnis internal.

Selanjutnya, berdasarkan Akta No. 35 tanggal 21 Desember 2022 yang juga dibuat oleh Notaris Yualita Widyadhari, SH, MKn, ruang lingkup usaha PT Jakarta Tourisindo (Persero) telah disesuaikan dan diperluas. Kegiatan usaha kini mencakup sektor industri pengolahan; penyediaan akomodasi dan makan minum; informasi dan komunikasi; real estate; aktivitas penyewaan dan sewa guna usaha tanpa hak opsi, ketenagakerjaan, agen perjalanan dan penunjang usaha lainnya; serta kesenian, hiburan, dan rekreasi.

Dengan adanya penyesuaian dan perluasan tersebut, fokus operasional perusahaan terbagi ke dalam enam lini bisnis utama, yaitu:

1. Menjalankan usaha di sektor industri pengolahan;
2. Melaksanakan usaha penyediaan akomodasi dan makan minum, meliputi hotel berbintang dan non-bintang, pondok wisata, villa, apartemen hotel, restoran, layanan makanan keliling, jasa boga untuk event, bar, serta kafe;
3. Menyelenggarakan usaha di bidang informasi dan komunikasi, termasuk pengelolaan portal web dan/atau platform digital komersial serta layanan informasi lainnya;
4. Menjalankan usaha real estate, baik yang dimiliki sendiri maupun disewa, termasuk real estate berbasis fee atau kontrak;
5. Menyelenggarakan aktivitas penyewaan dan sewa guna usaha tanpa hak opsi, agen perjalanan, ketenagakerjaan, dan jasa penunjang usaha lainnya, seperti layanan informasi pariwisata, penyedia fasilitas penunjang, penyewaan alat rekreasi dan olahraga, jasa penyelenggara event khusus, serta layanan pendukung lainnya;
6. Menjalankan usaha di bidang kesenian, hiburan, dan rekreasi, termasuk kegiatan impresariat seni dan festival, aktivitas hiburan dan kreativitas, wisata petualangan alam, serta daya tarik wisata berbasis alam lainnya.

7. Providing secretarial services for conventions, incentive trips, congresses, exhibitions, seminars, workshops, and scientific meetings.

The company is determined to become a trusted tourism and hospitality BUMD by strengthening its role as a tourism ecosystem enabler in DKI Jakarta. In support of this goal, the company also focuses on diversifying revenue sources, increasing cost efficiency, and striving for financial independence. In addition, the Company continues to strengthen the competence and composition of its productive and innovative human resources in order to face potential disruption, accompanied by the implementation of digital transformation in public services and internal business processes.

Furthermore, based on Deed No. 35 dated December 21, 2022, which was also drawn up by Notary Yualita Widyadhari, SH, MKn, the scope of PT Jakarta Tourisindo (Persero)'s business has been adjusted and expanded. Business activities now include the manufacturing industry; provision of accommodation and food and beverages; information and communication; real estate; rental and leasing activities without option rights, employment, travel agencies and other business support; as well as arts, entertainment, and recreation.

With these adjustments and expansions, the company's operational focus is divided into six main business lines, namely:

1. Operating businesses in the manufacturing industry sector;
2. Carrying out businesses in the provision of accommodation and food and beverage services, including star-rated and non-star-rated hotels, tourist lodges, villas, hotel apartments, restaurants, mobile food services, catering services for events, bars, and cafes;
3. Conducting business in the field of information and communication, including the management of web portals and/or commercial digital platforms and other information services;
4. Conducting real estate business, both owned and leased, including fee-based or contract-based real estate;
5. Organizing rental and lease-to-own activities without option rights, travel agencies, employment agencies, and other business support services, such as tourism information services, support facility providers, recreational and sports equipment rentals, special event organizers, and other support services;
6. Operating businesses in the arts, entertainment, and recreation sectors, including art impresario and festival activities, entertainment and creative activities, nature adventure tourism, and other nature-based tourist attractions.





## Aspek Pemasaran

### Marketing Aspects

#### Kebijakan Strategis 2025

Perusahaan mengimplementasikan berbagai kebijakan serta strategi pemasaran yang disusun secara terpadu dan selaras dengan aspek pendukung lainnya pada tahun 2025, antara lain sebagai berikut:

- Dalam upaya peningkatan kinerja, perusahaan melakukan rebranding terhadap dua unit hotel, yakni Grand Cempaka Resort and Convention menjadi The Tavia Riverside Resort and Convention, lalu d'Arcici Plumpang Hotel menjadi The Tavia Rumabatavi. Diharapkan dengan perubahan brand ini, dapat menarik pelanggan untuk menggunakan layanan di kedua unit usaha tersebut.
- Perusahaan berkolaborasi untuk membuat paket promosi pada momentum lebaran dengan tajuk Lebaran di Jakarta. Bersinergi dengan moda transportasi seperti airlines dan Kereta Api, serta berbagai destinasi wisata serta pusat perbelanjaan.
- Dalam peningkatan pemasaran perusahaan juga memperluas jaringan pemasaran bekerjasama dengan lebih banyak *online travel agent* (OTA).
- Perusahaan berkolaborasi dengan berbagai mitra strategis untuk meningkatkan pemasaran pada lini bisnis pariwisata, terutama penyelenggaraan event baik di Provinsi Jakarta maupun nasional.

#### Strategic Policies 2025

The company will implement various policies and marketing strategies that are integrated and aligned with other supporting aspects in 2025, including the following:

- In an effort to improve performance, the company rebranded two hotel units: Grand Cempaka Resort and Convention as The Tavia Riverside Resort and Convention, and d'Arcici Plumpang Hotel as The Tavia Rumabatavi. These brand changes are expected to attract customers to both business units.
- The company collaborated to create a promotional package for the Eid al-Fitr holiday, titled "Eid in Jakarta." This synergy is being achieved with transportation modes such as airlines and trains, as well as various tourist destinations and shopping centers.
- To enhance marketing, the company is also expanding its network by collaborating with more online travel agents (OTAs).
- The Company is collaborating with various strategic partners to enhance marketing in the tourism business, particularly event management, both within Jakarta Province and nationally.

#### Pangsa Pasar

Perusahaan melaksanakan operasional usahanya dengan cakupan wilayah DKI Jakarta melalui pengelolaan 6 unit hotel, serta memiliki 1 unit usaha hotel yang berlokasi di wilayah Bogor.

#### Market Share

The company operates in the DKI Jakarta area through the management of 6 hotels, and also owns 1 hotel located in the Bogor area.

## Prospek Usaha

### Business Outlook

#### Tantangan dan Prospek Usaha 2026

Perusahaan menghadapi tingkat persaingan yang semakin ketat, baik dari pelaku industri perhotelan konvensional maupun platform akomodasi berbasis digital. Selain itu, perubahan preferensi wisatawan yang semakin menuntut layanan berbasis teknologi, pengalaman yang personal, serta standar kualitas yang tinggi menjadi faktor yang perlu diantisipasi secara berkelanjutan. Tantangan lainnya juga berasal dari potensi ketidakpastian ekonomi, fluktuasi daya beli masyarakat, serta kebutuhan investasi yang cukup besar dalam pengembangan infrastruktur dan transformasi digital.

#### Challenges and Business Prospects for 2026

The company faces increasingly fierce competition, both from conventional hotel operators and digital accommodation platforms. In addition, changing tourist preferences that increasingly demand technology-based services, personalized experiences, and high quality standards are factors that need to be anticipated on an ongoing basis. Other challenges also stem from potential economic uncertainty, fluctuations in people's purchasing power, and the need for significant investment in infrastructure development and digital transformation.

Di sisi lain, prospek usaha PT JXB tetap terbuka luas seiring dengan pemulihan dan pertumbuhan sektor pariwisata, khususnya di wilayah DKI Jakarta sebagai pusat kegiatan bisnis, pemerintahan, dan event nasional maupun internasional. Posisi strategis Perusahaan sebagai BUMD memberikan peluang sinergi dengan pemerintah daerah serta berbagai pemangku kepentingan dalam pengembangan ekosistem pariwisata. Selain itu, fokus Perusahaan pada diversifikasi lini usaha, penguatan layanan berbasis digital, serta optimalisasi aset dan pengembangan produk kreatif diharapkan dapat meningkatkan daya saing dan mendorong pertumbuhan yang berkelanjutan di masa mendatang.

On the other hand, PT JXB's business prospects remain wide open in line with the recovery and growth of the tourism sector, particularly in the DKI Jakarta area as a center for business, government, and national and international events. The Company's strategic position as a regionally-owned enterprise (BUMD) provides opportunities for synergy with local governments and various stakeholders in the development of the tourism ecosystem. In addition, the Company's focus on business line diversification, strengthening digital-based services, and optimizing assets and developing creative products is expected to increase competitiveness and drive sustainable growth in the future.

## Tinjauan Operasi Per Segmen Usaha

### Operational Overview by Business Segment

#### Tinjauan Kinerja Operasional

Penyusunan bagian tinjauan dan analisis manajemen atas kinerja operasional PT Jakarta Tourisindo (JXB) didasarkan pada data serta informasi terkait pengelolaan kegiatan usaha sepanjang tahun 2025. Informasi yang disajikan dalam laporan ini memberikan gambaran yang komprehensif mengenai kondisi operasional Perusahaan selama tahun berjalan, sekaligus menyajikan perbandingan dengan kinerja pada periode sebelumnya.

Saat ini, Perseroan mengelola 7 (tujuh) lini bisnis di sektor perhotelan, yang terdiri dari 6 (enam) unit hotel di wilayah DKI Jakarta dan 1 (satu) unit hotel yang berlokasi di kawasan Cipayung–Megamendung, Bogor. Secara keseluruhan, jumlah kamar yang dioperasikan mencapai 222.630 kamar tersedia.

#### Tingkat Hunian Bisnis Hotel

Tingkat hunian hotel JXB sepanjang tahun 2025 tercatat sebanyak 118.017 kamar, atau setara dengan 47% dari total ketersediaan kamar yang dimiliki JXB, yaitu sebanyak 249.698 kamar.

#### Operating Performance Overview

The management review and analysis of PT Jakarta Tourisindo (JXB)'s operational performance is based on data and information related to business activities throughout 2025. The information presented in this report provides a comprehensive overview of the Company's operational conditions during the current year, as well as a comparison with performance in the previous period.

Currently, the Company manages seven business lines in the hospitality sector, consisting of six hotel units in the DKI Jakarta area and one hotel unit located in the Cipayung–Megamendung area, Bogor. In total, the number of rooms operated reaches 222,630 available rooms.

#### Hotel Occupancy Rate

The occupancy rate of JXB hotels throughout 2025 was recorded at 118,017 rooms, equivalent to 47% of JXB's total room availability of 249,698 rooms.

| No | Hotel                                     | Kamar Tersedia<br>Available Rooms | Kamar Terjual<br>Sold Rooms | Tingkat Hunian (%)<br>Occupancy Rate (%) |
|----|-------------------------------------------|-----------------------------------|-----------------------------|------------------------------------------|
| 1  | The Tavia Heritage Hotel                  | 83.950                            | 48.562                      | 58%                                      |
| 2  | The Tavia Riverside Resort and Convention | 40.106                            | 17.590                      | 44%                                      |
| 3  | D'Arcici Cempaka Putih                    | 27.731                            | 13.731                      | 50%                                      |
| 4  | D'Arcici Sunter                           | 42.783                            | 15.167                      | 35%                                      |
| 5  | The Tavia Rumabatavi                      | 15.799                            | 7.674                       | 49%                                      |
| 6  | C'One Cempaka Putih                       | 19.934                            | 7.366                       | 37%                                      |
| 7  | C'One Pulomas                             | 19.685                            | 7.927                       | 40%                                      |
|    | Jumlah<br>Total                           | 249.698                           | 118.017                     | 47%                                      |



### Pendapatan Usaha

Sebagai Badan Usaha Milik Daerah yang berfokus pada sektor perhotelan dan pariwisata, JXB terus berupaya mengoptimalkan peluang bisnis melalui penerapan strategi yang adaptif serta berorientasi pada pertumbuhan yang berkelanjutan. Upaya peningkatan pendapatan dilakukan melalui optimalisasi tingkat hunian kamar, peningkatan kualitas layanan, perluasan segmen pasar yang potensial, serta pengembangan fasilitas pendukung untuk meningkatkan kepuasan pelanggan.

Perusahaan telah mencatat realisasi pendapatan pada tahun 2025 sebesar Rp179.088 juta, meningkat sebesar 84,15% dibandingkan dengan pencapaian tahun 2024 yang sebesar Rp97.250 juta. Peningkatan tersebut terutama dipengaruhi oleh pendapatan dari unit usaha yang mulai beroperasi penuh pada tahun 2025.

### Profitabilitas Segmen Usaha

Profitability of Business Segments

| Uraian<br>Description                         | 2025                                                    |                          | 2024                     | Rata-Rata Pertumbuhan Rasio<br>Average Growth Ration |                      |
|-----------------------------------------------|---------------------------------------------------------|--------------------------|--------------------------|------------------------------------------------------|----------------------|
|                                               | Target RKA Perusahaan<br>Company Budget (RKA)<br>Target | Realisasi<br>Realization | Realisasi<br>Realization | Horizontal<br>Horizontal                             | Vertikal<br>Vertical |
| Kamar<br>Rooms                                | 63.872                                                  | 45.416                   | 36.944                   | 71,11%                                               | 22,93%               |
| Makanan & Minuman<br>Food & Beverages         | 59.128                                                  | 41.517                   | 32.511                   | 70,22%                                               | 27,70%               |
| Sewa<br>Rental                                | 18.487                                                  | 9.239                    | 6.657                    | 49,98%                                               | 38,79%               |
| Keanggotaan<br>Membership                     | 526                                                     | 108                      | 282                      | 20,60%                                               | (61,52%)             |
| Usaha Hotel Lainnya<br>Other Hotel Operations | 71.887                                                  | 82.807                   | 20.857                   | 115,19%                                              | 297,03%              |
| Jumlah<br>Total                               | 213.899                                                 | 179.088                  | 97.250                   | 83,73%                                               | 84,15%               |

Dalam Jutaan Rupiah | in Million Rupiah

### Pendapatan Usaha Kamar

Perusahaan telah mencatat pendapatan dari segmen kamar pada tahun 2025 sebesar Rp45.416 juta, meningkat 22,93% dibandingkan realisasi tahun 2024 yang sebesar Rp36.944 juta. Pencapaian tersebut lebih rendah dari target yang ditetapkan sebesar Rp63.872 juta, atau mencapai 71,11%. Hal ini terutama didorong oleh adanya renovasi pada unit Hotel d'arcici Plumpang dan The Tavia Riverside. Disamping itu, beroperasinya kembali secara penuh unit kamar di The Tavia Heritage Hotel pada tahun 2025.

### Pendapatan Usaha Makanan dan Minuman

Pada tahun 2025, Pendapatan dari segmen makanan dan minuman tercatat sebesar Rp41.517 juta, meningkat sebesar 27,70% dibandingkan realisasi tahun 2024 yang sebesar Rp32.511 juta. Peningkatan ini dipengaruhi oleh penyusunan paket khusus untuk acara seperti Gathering, arisan, wedding, dan hari besar lainnya untuk meningkatkan pemesanan acara dan unit hotel terbesar Perusahaan sudah dapat beroperasi secara keseluruhan. Akan tetapi, Capaian tersebut belum memenuhi target yang ditetapkan sebesar

### Business Revenue

As a Regional Owned Enterprise focused on the hospitality and tourism sector, JXB continues to strive to optimize business opportunities through the implementation of adaptive strategies oriented towards sustainable growth. Efforts to increase revenue are carried out through the optimization of room occupancy rates, improvement of service quality, expansion of potential market segments, and development of supporting facilities to enhance customer satisfaction.

The company reported revenue of Rp179,088 million in 2025, an increase of 84.15% compared to the 2024 figure of Rp97,250 million. This increase was primarily driven by revenue from business units that began full-scale operations in 2025.

### Revenue from Room Operations

The company recorded revenue from the room segment in 2025 of Rp45,416 million, an increase of 22.93% compared to the 2024 figure of Rp36,944 million. This achievement fell short of the set target of Rp63,872 million, reaching 71.11% of the target. This was primarily driven by renovations at the Hotel d'arcici Plumpang and The Tavia Riverside properties. Additionally, the full reopening of the room units at The Tavia Heritage Hotel in 2025.

### Revenue from Food and Beverage Operations

In 2025, revenue from the food and beverage segment totaled Rp41,517 million, an increase of 27.70% compared to the 2024 figure of Rp32,511 million. This increase was driven by the creation of special packages for events such as gatherings, social gatherings, weddings, and other major holidays to boost event bookings, and the Company's largest hotel property is now fully operational. However, this achievement has not met the set target of Rp59,128 million, reaching only 70.22%. This was driven by restrictions

Rp59.128 juta, atau mencapai 70,22%. Hal ini didorong oleh adanya pembatasan kegiatan MICE oleh Pemerintah Pusat pada awal tahun 2025.

#### **Pendapatan Usaha Sewa**

Pendapatan dari segmen sewa pada tahun 2025 tercatat sebesar Rp9.239 juta, meningkat 38,79% dibandingkan realisasi tahun sebelumnya yang sebesar Rp6.657 juta. Pencapaian ini setara dengan 49,98% dari target yang telah ditetapkan sebesar Rp18.487 juta, yang dipengaruhi oleh belum optimalnya penyewaan tenant sesuai dengan anggaran.

#### **Pendapatan Usaha Keanggotaan (Membership)**

Pada segmen membership telah memberikan kontribusi pendapatan pada tahun 2025 sebesar Rp108 juta, menurun 61,52% dibandingkan realisasi tahun sebelumnya yang tercatat Rp282 juta. Pencapaian tersebut juga lebih rendah dari target yang ditetapkan sebesar Rp526 juta, atau mencapai 20,60%. Kinerja ini didorong oleh adanya perbaikan fasilitas penunjang seperti kolam renang yang ada di d'Arcici Sport Center.

#### **Pendapatan Usaha Hotel Lainnya**

Perusahaan telah mencatat pendapatan dari segmen usaha hotel lainnya pada tahun 2025 sebesar Rp82.807 juta. Nilai tersebut meningkat 297,03% dibandingkan realisasi tahun sebelumnya yang mencapai Rp20.857 juta. Capaian ini setara dengan 115,19% dari target yang ditetapkan sebesar Rp71.887 juta. Hal tersebut terutama disebabkan oleh belum maksimalnya pendapatan dari unit Pariwisata.

#### **Indeks Kepuasan Pelanggan**

Bagi JXB, pengalaman pelanggan tidak hanya dipandang sebagai hasil akhir dari layanan, tetapi merupakan bagian fundamental dalam seluruh proses operasional perusahaan. Oleh karena itu, setiap aktivitas pelayanan dirancang untuk memastikan terciptanya kenyamanan serta tingkat kepuasan yang optimal bagi para tamu hotel. Untuk menilai kualitas layanan secara berkala, Perusahaan melaksanakan survei kepuasan pelanggan (*Customer Satisfaction Index/CSI*) setiap tahun. Kuesioner survei disediakan dalam format digital yang dapat diakses dengan mudah oleh tamu melalui tautan QR Code di setiap properti hotel JXB.

Hasil survei kepuasan pelanggan pada tahun 2025 menunjukkan skor sebesar 9,1 poin, melampaui target yang ditetapkan sebesar 9 poin. Pencapaian ini mencerminkan keberhasilan JXB dalam memberikan layanan yang responsif terhadap kebutuhan dan ekspektasi pelanggan.

#### **Segmentasi Bidang Usaha**

Dalam struktur operasionalnya, JXB mengelompokkan aktivitas bisnis ke dalam beberapa segmen yang dibedakan berdasarkan jenis layanan (segmen operasional) maupun wilayah geografis yang memiliki karakteristik ekonomi berbeda (segmen geografis). Pengelompokan ini dilakukan

on MICE activities imposed by the Central Government in early 2025.

#### **Revenue from Leasing Operations**

Revenue from the leasing segment in 2025 totaled Rp9,239 million, an increase of 38.79% compared to the previous year's figure of Rp6,657 million. This achievement represents 49.98% of the set target of Rp18,487 million, which was impacted by the fact that tenant occupancy has not yet reached the budgeted level.

#### **Revenue from Membership Operations**

The membership segment contributed Rp108 million in revenue in 2025, a 61.52% decrease compared to the previous year's figure of Rp282 million. This result also fell short of the set target of Rp526 million, achieving only 20.60% of the target. This performance was driven by improvements to supporting facilities such as the swimming pool at d'Arcici Sport Center.

#### **Revenue from Other Hotel Operations**

The company recorded revenue from its other hotel business segments in 2025 of Rp82,807 million. This figure represents a 297.03% increase compared to the previous year's revenue of Rp20,857 million. This achievement amounts to 115.19% of the set target of Rp71,887 million. This was primarily due to the fact that revenue from the Tourism unit has not yet reached its full potential.

#### **Customer Satisfaction Index**

For JXB, customer experience is not only viewed as the end result of service, but is a fundamental part of the entire company's operational process. Therefore, every service activity is designed to ensure the creation of comfort and optimal satisfaction levels for hotel guests. To assess service quality on a regular basis, the Company conducts a customer satisfaction survey (*Customer Satisfaction Index/CSI*) every year. The survey questionnaire is provided in a digital format that can be easily accessed by guests via a QR Code link at each JXB hotel property.

The results of the customer satisfaction survey in 2025 showed a score of 9.1 points, exceeding the target set at 9 points. This achievement reflects JXB's success in providing services that are responsive to customer needs and expectations.

#### **Business Segmentation**

In its operational structure, JXB groups business activities into several segments based on the type of service (operational segments) and geographical areas with different economic characteristics (geographical segments). This grouping is



karena setiap segmen memiliki tingkat risiko serta potensi imbal hasil yang tidak sama.

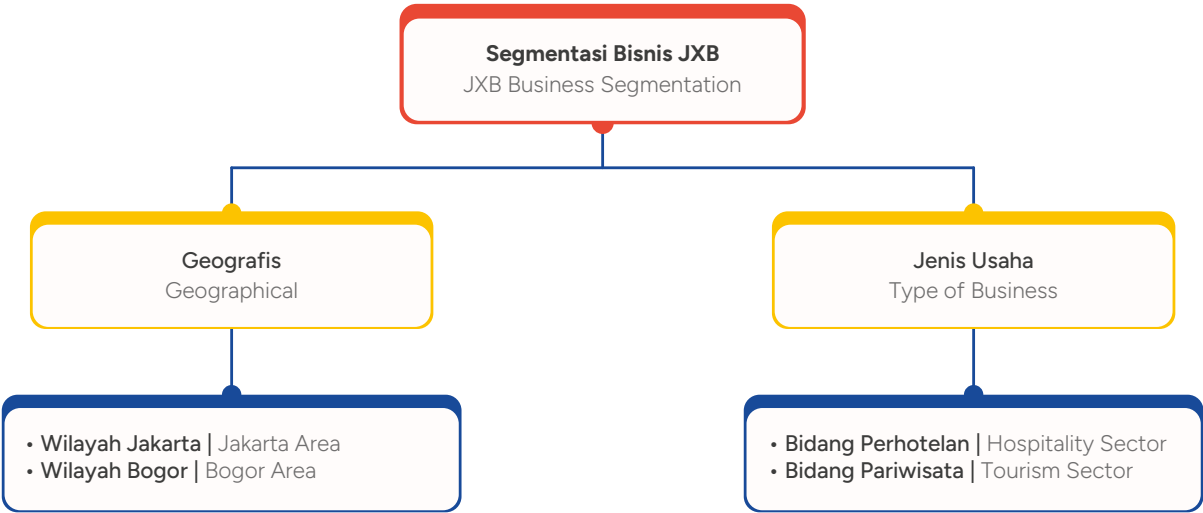
Sebagai dasar dalam pengambilan keputusan strategis oleh Direksi, termasuk dalam penentuan alokasi sumber daya dan evaluasi kinerja, JXB menyusun serta menganalisis informasi keuangan berdasarkan laporan internal konsolidasian yang telah diklasifikasikan menurut segmen usaha. Pengelompokan tersebut mencakup dua kategori utama, yaitu segmen usaha berdasarkan lini bisnis, yang terdiri dari perhotelan dan pariwisata, serta segmen geografis berdasarkan wilayah operasional.

Segmen geografis menggambarkan kegiatan usaha JXB yang beroperasi di wilayah dengan kondisi ekonomi yang berbeda, yakni DKI Jakarta dan Bogor, yang masing-masing memiliki peluang dan tantangan tersendiri. Penjelasan lebih rinci mengenai masing-masing segmen usaha disajikan pada gambar berikut:

done because each segment has a different level of risk and potential return.

As a basis for strategic decision-making by the Board of Directors, including in determining resource allocation and performance evaluation, JXB compiles and analyzes financial information based on internal consolidated reports that have been classified according to business segments. This grouping covers two main categories, namely business segments based on business lines, consisting of hospitality and tourism, and geographic segments based on operational areas.

The geographic segment describes JXB's business activities operating in regions with different economic conditions, namely DKI Jakarta and Bogor, each of which has its own opportunities and challenges. A more detailed explanation of each business segment is presented in the following figure:



### Segmentasi Geografis

JXB melakukan pengelompokan segmen usaha berdasarkan lokasi geografis unit operasional yang memiliki karakteristik ekonomi serta potensi pasar yang berbeda. Pembagian ini dimaksudkan untuk mendukung perumusan strategi bisnis yang lebih tepat sasaran sesuai dengan peluang dan kebutuhan di setiap wilayah. Dalam hal ini, segmentasi geografis mencakup dua wilayah utama, yaitu DKI Jakarta sebagai pusat kegiatan bisnis utama JXB, serta wilayah Bogor yang berperan dalam pengembangan usaha pariwisata dan perhotelan di kawasan penyangga ibu kota.

Sampai dengan akhir tahun 2025, JXB mengelola 6 (enam) unit hotel yang tersebar di tiga wilayah administrasi di DKI Jakarta, terdiri dari 2 (dua) hotel di Jakarta Utara, 3 (tiga) hotel di Jakarta Pusat, dan 1 (satu) hotel di Jakarta Timur. Selain itu, JXB juga mengoperasikan 1 (satu) unit hotel yang berlokasi di Kabupaten Bogor, Jawa Barat. Informasi lebih

### Geographical Segmentation

JXB segments its business based on the geographical location of its operating units, which have different economic characteristics and market potential. This division is intended to support the formulation of more targeted business strategies in line with the opportunities and needs in each region. In this case, geographical segmentation covers two main areas, namely DKI Jakarta as the center of JXB's main business activities, and the Bogor area, which plays a role in the development of tourism and hospitality businesses in the capital's buffer zone.

By the end of 2025, JXB will manage six hotels spread across three administrative areas in DKI Jakarta, consisting of two hotels in North Jakarta, three hotels in Central Jakarta, and one hotel in East Jakarta. Additionally, JXB also operates one hotel located in Bogor Regency, West Java. Detailed



rinci mengenai masing-masing unit usaha tersebut disajikan pada tabel berikut:

information about each business unit is presented in the following table:

| No                                            | Hotel                                     | Alamat<br>Address                                                                 |
|-----------------------------------------------|-------------------------------------------|-----------------------------------------------------------------------------------|
| Wilayah DKI Jakarta<br>DKI Jakarta Area       |                                           |                                                                                   |
| 1                                             | The Tavia Heritage Hotel                  | Jl. Letjen Suprpto No. 1 Jakarta Pusat<br>Jl. Letjen Suprpto No.1 Central Jakarta |
| 2                                             | D'Arcici Cempaka Putih                    | Jl. Letjen Suprpto Jakarta Pusat<br>Jl. Letjen Suprpto Central Jakarta            |
| 3                                             | D'Arcici Sunter                           | Jl. Sunter Permai Raya Jakarta Utara<br>Jl. Sunter Permai Raya North Jakarta      |
| 4                                             | The Tavia Rumabatavi                      | Jl. Plumpang Raya Jakarta Utara<br>Jl. Plumpang Raya North Jakarta                |
| 5                                             | C'One Cempaka Putih                       | Jl. Letjen Suprpto Jakarta Pusat<br>Jl. Letjen Suprpto Central Jakarta            |
| 6                                             | C'One Pulomas                             | Jl. Jend. A. Yani Jakarta Timur<br>Jl. Jend. A. Yani East Jakarta                 |
| Wilayah Kabupaten Bogor<br>Bogor Regency Area |                                           |                                                                                   |
| 1                                             | The Tavia Riverside Resort and Convention | Jl. Raya Cipayung KM 17 Bogor                                                     |

## Segmentasi Jenis Usaha

JXB mengelompokkan kegiatan usahanya ke dalam dua segmen utama berdasarkan jenis bisnis yang dijalankan, yaitu segmen usaha Perhotelan dan segmen usaha Pariwisata.

## Business Segment Analysis

JXB categorizes its business activities into two main segments based on the type of business conducted, namely the Hospitality segment and the Tourism segment.

## Segmentasi Bisnis Hotel

Segmen Perhotelan merupakan lini bisnis utama JXB yang berfokus pada penyediaan layanan akomodasi beserta fasilitas pendukungnya. Produk dan layanan dalam segmen ini meliputi penyediaan kamar, layanan makanan dan minuman, penyewaan fasilitas, program keanggotaan klub, serta berbagai layanan penunjang lainnya yang dikelola melalui tujuh unit hotel milik JXB.

## Hotel Business Segment

The Hospitality segment is JXB's main line of business, focusing on providing accommodation services and supporting facilities. Products and services in this segment include room provision, food and beverage services, facility rentals, club membership programs, and various other supporting services managed through seven JXB-owned hotels.

Dari keseluruhan tujuh hotel tersebut, komposisinya terdiri atas satu hotel berbintang 4, tiga hotel berbintang 3, satu hotel berbintang 2, dan dua hotel berbintang 1. Adapun daftar hotel beserta fasilitas yang tersedia disajikan sebagai berikut:

Of the seven hotels, the composition consists of one 4-star hotel, three 3-star hotels, one 2-star hotel, and two 1-star hotels. The list of hotels and available facilities is presented as follows:

| No | Hotel                                     | Fasilitas<br>Facility |                             |                        |                               |
|----|-------------------------------------------|-----------------------|-----------------------------|------------------------|-------------------------------|
|    |                                           | Kamar<br>Room         | Kelas Hotel<br>Hotel Rating | Restoran<br>Restaurant | Ruang Meeting<br>Meeting Room |
| 1  | The Tavia Heritage Hotel                  | 230                   | Bintang 4<br>4 Stars        | Ada<br>Yes             | Ada<br>Yes                    |
| 2  | The Tavia Riverside Resort and Convention | 114                   | Bintang 3<br>3 Stars        | Ada<br>Yes             | Ada<br>Yes                    |
| 3  | D'Arcici Cempaka Putih                    | 76                    | Bintang 3<br>3 Stars        | Ada<br>Yes             | Ada<br>Yes                    |
| 4  | D'Arcici Sunter                           | 123                   | Bintang 3<br>3 Stars        | Ada<br>Yes             | Ada<br>Yes                    |
| 5  | The Tavia Rumabatavi                      | 75                    | Bintang 2<br>2 Stars        | Ada<br>Yes             | Ada<br>Yes                    |

| No | Hotel               | Fasilitas<br>Facility |                             |                        |                               |
|----|---------------------|-----------------------|-----------------------------|------------------------|-------------------------------|
|    |                     | Kamar<br>Room         | Kelas Hotel<br>Hotel Rating | Restoran<br>Restaurant | Ruang Meeting<br>Meeting Room |
| 6  | C'One Cempaka Putih | 64                    | Bintang 1<br>1 Stars        | Ada<br>Yes             | Ada<br>Yes                    |
| 7  | C'One Pulomas       | 64                    | Bintang 1<br>1 Stars        | Ada<br>Yes             | Ada<br>Yes                    |

Setiap tahun, JXB secara konsisten melakukan penilaian atas kinerja operasional tujuh unit hotel yang dikelola sebagai bagian dari upaya memantau tingkat kesehatan masing-masing unit usaha. Pada tahun 2025, evaluasi tersebut dilakukan dengan mempertimbangkan sejumlah indikator utama, antara lain pendapatan usaha, biaya operasional, tingkat profitabilitas, serta berbagai faktor pendukung lainnya yang memengaruhi efektivitas pengelolaan setiap unit hotel.

Every year, JXB consistently assesses the operational performance of the seven hotels it manages as part of its efforts to monitor the health of each business unit. In 2025, the evaluation was conducted by considering a number of key indicators, including business revenue, operating costs, profitability, and various other supporting factors that affect the effectiveness of the management of each hotel unit.

#### Tinjauan Profitabilitas Jenis Usaha

Profitability Review by Business Type

| Uraian<br>Description                                            | Realisasi 2025<br>Realization<br>2025 | RKAP 2025<br>RKAP 2025 | Realisasi 2024<br>Realization<br>2024 | % Capaian RKAP<br>%Achievement of<br>Budget (RKAP) | % Pertumbuhan<br>YoY<br>% Year-over-Year<br>Growth |
|------------------------------------------------------------------|---------------------------------------|------------------------|---------------------------------------|----------------------------------------------------|----------------------------------------------------|
| Pendapatan Usaha<br>Operating Revenue                            | 179.088                               | 213.899                | 97.250                                | 83,73%                                             | 84,15%                                             |
| Beban Langsung<br>Direct Expenses                                | 105.988                               | 103.507                | 53.463                                | 102,40%                                            | 98,25%                                             |
| Beban Usaha<br>Operating Expenses                                | 105.853                               | 110.386                | 102.919                               | 95,89%                                             | 2,84%                                              |
| Laba (Rugi) Usaha<br>Operating Profit (Loss)                     | 32.753                                | 6                      | (59.131)                              | 531529,03%                                         | (44,62%)                                           |
| Laba (Rugi) Tahun Berjalan<br>Profit (Loss) for the Current Year | 120.512                               | 3.389                  | 74.234                                | 3555,65%                                           | 62,34%                                             |

Perusahaan telah mencatatkan laba bersih pada tahun 2025 meningkat 3555,65% menjadi Rp120.512 juta dari target laba bersih yang ditetapkan sebesar Rp3.389 juta. Kinerja ini menunjukkan peningkatan dari tahun sebelumnya yang mencatat laba bersih Perusahaan sebesar Rp74.234 juta. Hal tersebut didukung oleh kontribusi dari pendapatan unit usaha yang mulai beroperasi penuh.

The Company reported a 3,555.65% increase in net profit in 2025 to Rp120,512 million, compared to the net profit target of Rp3,389 million. This performance represents an improvement over the previous year, when the Company recorded a net profit of Rp74,234 million. This was driven by contributions from business units that have begun operating at full capacity.

Dalam Jutaan Rupiah | in Million Rupiah

| Uraian<br>Description               | Realisasi 2025<br>Realization 2025 | Realisasi 2024<br>Realization 2024 | Kenaikan/Penurunan (%)<br>Increase/Decrease (%) |
|-------------------------------------|------------------------------------|------------------------------------|-------------------------------------------------|
| Piutang Usaha<br>Account Receivable | 3.121                              | 3.340                              | (6,56%)                                         |
| Utang Usaha<br>Accounts Payable     | 6.911                              | 6.297                              | 9,75%                                           |

Perusahaan mencatatkan nilai piutang pada tahun 2025 yang menurun 6,56% menjadi sebesar Rp3.121 juta, dibandingkan posisi tahun sebelumnya yang mencapai Rp3.340 juta.

The company reported accounts receivable in 2025 that decreased by 6.56% to Rp3,121 million, compared to the previous year's figure of Rp3,340 million. Meanwhile,



Sementara itu, utang usaha pada tahun 2025 meningkat 9,75% menjadi Rp6.911 juta, dibandingkan tahun sebelumnya yang tercatat sebesar Rp6.297 juta.

accounts payable in 2025 increased by 9.75% to Rp6,911 million, compared to the previous year's figure of Rp6,297 million.

## Inisiatif dan Program JXB Tahun 2025

### Initiatives and Programs of JXB for 2025

Dalam upaya mewujudkan visi dan misi perusahaan, JXB telah menyusun serta menetapkan Inisiatif dan Program Tahun 2025 dengan mengacu pada Keputusan Gubernur DKI Jakarta Nomor 127 Tahun 2019 tentang Rencana Bisnis serta Rencana Kerja dan Anggaran (RKA) BUMD. Penetapan tersebut juga sejalan dengan ketentuan Pasal 21 ayat (2) yang mengatur bahwa revisi RKA dapat dilakukan paling banyak dua kali dalam satu tahun.

Melalui Rencana Kerja dan Anggaran (RKA) Perusahaan tahun 2025, JXB merumuskan berbagai informasi terkait arah kebijakan, target usaha, serta program kerja yang akan dijalankan sepanjang tahun. Penyusunan ini dimaksudkan agar seluruh aktivitas bisnis dapat direncanakan secara sistematis dan tetap selaras dengan tujuan strategis perusahaan.

In an effort to realize the company's vision and mission, JXB has compiled and established the 2025 Initiatives and Programs with reference to the Jakarta Governor's Decree No. 127 of 2019 concerning the Business Plan and Work Plan and Budget (RKA) of Regional Owned Enterprises (BUMD). This stipulation is also in line with the provisions of Article 21 paragraph (2), which regulates that the RKA can be revised a maximum of two times in one year.

Through the Company's 2025 Work Plan and Budget (RKA), JXB formulates various information related to policy directions, business targets, and work programs to be implemented throughout the year. This formulation is intended so that all business activities can be planned systematically and remain in line with the company's strategic objectives.

### Kebijakan Perusahaan

Perusahaan menetapkan sejumlah kebijakan sebagai bagian dari upaya penyusunan strategi guna mendukung keberlanjutan dan pengembangan bisnis sepanjang tahun 2025, antara lain sebagai berikut:

- Melanjutkan diversifikasi usaha dari sektor perhotelan dan pariwisata ke bidang-bidang strategis lainnya, seperti bisnis event, aktivasi ruang publik, filming, dan *property management*, guna memperluas sumber pendapatan serta mengurangi ketergantungan pada satu lini usaha tertentu.
- Selain itu, Perusahaan juga berfokus pada penguatan sinergi antar unit bisnis serta optimalisasi aset yang dimiliki, sehingga dapat menciptakan nilai tambah yang berkelanjutan.
- Transformasi digital turut menjadi prioritas melalui pemanfaatan teknologi dalam operasional dan pemasaran, termasuk pengembangan platform pariwisata.
- Perusahaan juga mendorong peningkatan kualitas layanan dan pengalaman pelanggan (*customer experience*) sebagai upaya memperkuat daya saing di industri.
- Perusahaan juga fokus pada penerapan prinsip tata kelola perusahaan yang baik (*Good Corporate Governance*) serta penguatan manajemen risiko, untuk memastikan operasional berjalan secara efektif, efisien, dan berkelanjutan.

### Company Policies

The company has established a number of policies as part of its strategy to support business sustainability and development throughout 2025, including the following:

- Continuing business diversification from the hospitality and tourism sector into other strategic areas, such as events, public space activation, filmmaking, and property management, to expand revenue streams and reduce dependence on a single business line.
- Furthermore, the Company is focused on strengthening synergies between business units and optimizing its assets to create sustainable added value.
- Digital transformation is also a priority through the use of technology in operations and marketing, including the development of tourism platforms.
- The Company is also encouraging improvements in service quality and customer experience to strengthen its competitiveness in the industry.
- The Company is also focused on implementing good corporate governance principles and strengthening risk management to ensure effective, efficient, and sustainable operations.



## Sasaran Perusahaan Tahun 2025

Sasaran strategis Perusahaan pada tahun 2025 meliputi beberapa hal utama, antara lain:

- Peningkatan Kinerja Keuangan, melalui optimalisasi pendapatan dari lini bisnis perhotelan dan pariwisata serta pengembangan sumber pendapatan baru hasil diversifikasi usaha.
- Optimalisasi Aset guna meningkatkan utilisasi dan nilai tambah aset yang dimiliki dengan melakukan kerjasama strategis dengan mitra.
- Peningkatan Kualitas Layanan dan *Customer Experience*, sebagai upaya meningkatkan kepuasan pelanggan, loyalitas, serta daya saing Perusahaan di industri.
- Penguatan Tata Kelola Perusahaan (GCG) dan Manajemen Risiko, guna memastikan operasional Perusahaan berjalan secara transparan, akuntabel, dan berkelanjutan.
- Pengembangan Sumber Daya Manusia (SDM), melalui peningkatan kompetensi, produktivitas, dan budaya kerja yang adaptif terhadap perubahan.
- Peningkatan Kolaborasi dan Kemitraan Strategis, baik dengan pemerintah Provinsi DKI Jakarta maupun BUMD, maupun sektor swasta, untuk memperluas peluang bisnis dan memperkuat positioning Perusahaan.

## Program Kerja Perusahaan Tahun 2025

Program kerja yang telah dijalankan Perusahaan pada tahun 2025, antara lain:

- Pengembangan dan Diversifikasi Bisnis, melalui inisiasi dan implementasi lini usaha baru di bidang *event*, *filming*, dan *property management*, termasuk penajakan kerja sama dengan mitra strategis.
- Penyelenggaraan *Event*, aktivasi ruang publik, dan produk pariwisata, baik skala lokal maupun nasional, sebagai upaya meningkatkan *exposure* Perusahaan sekaligus mendorong pertumbuhan pendapatan non-hotel.
- Optimalisasi Kinerja Unit Perhotelan, melalui peningkatan okupansi, penguatan strategi pemasaran, serta peningkatan kualitas layanan dan fasilitas.
- Penguatan *Branding* dan *Public Relations*, melalui kampanye komunikasi, media engagement, serta partisipasi dalam berbagai forum dan kegiatan industri pariwisata dan kreatif.
- Implementasi Transformasi Digital, mencakup pengembangan sistem pemasaran digital dan reservasi, serta peningkatan integrasi data pelanggan.
- Penguatan Tata Kelola Perusahaan (GCG), melalui penyempurnaan kebijakan internal, peningkatan kepatuhan, serta penguatan fungsi pengawasan dan manajemen risiko.
- Pengembangan Kompetensi SDM, melalui pelatihan, workshop, serta peningkatan kapasitas manajerial dan teknis bagi karyawan.

## Company Target for 2025

The Company's strategic objectives for 2025 include several key points, among others:

- Improving Financial Performance, through optimizing revenue from the hotel and tourism business lines and developing new revenue sources through business diversification.
- Asset Optimization to increase asset utilization and added value through strategic partnerships with partners.
- Improving Service Quality and Customer Experience, as an effort to enhance customer satisfaction, loyalty, and the Company's competitiveness in the industry.
- Strengthening Corporate Governance (GCG) and Risk Management, to ensure the Company's operations are transparent, accountable, and sustainable.
- Human Resource Development (HRD), through enhancing competency, productivity, and a work culture that is adaptive to change.
- Enhancing Collaboration and Strategic Partnerships, both with the Jakarta Provincial Government, Regionally-Owned Enterprises (BUMD), and the private sector, to expand business opportunities and strengthen the Company's positioning.

## Company Work Program for 2025

The work programs that the Company has implemented in 2025 include:

- Business Development and Diversification, through the initiation and implementation of new business lines in events, filming, and property management, including exploring collaborations with strategic partners.
- Organizing events, activating public spaces, and promoting tourism products, both locally and nationally, to increase the Company's exposure and drive non-hotel revenue growth.
- Optimizing Hospitality Unit Performance, by increasing occupancy, strengthening marketing strategies, and enhancing the quality of services and facilities.
- Strengthening Branding and Public Relations, through communication campaigns, media engagement, and participation in various tourism and creative industry forums and activities.
- Implementing Digital Transformation, including the development of digital marketing and reservation systems, as well as improving customer data integration.
- Strengthening Corporate Governance (GCG), through refining internal policies, enhancing compliance, and strengthening oversight and risk management functions.
- Developing Human Resource Competencies, through training, workshops, and enhancing the managerial and technical capacity of employees.

- Penjajakan dan Realisasi Kerja Sama Strategis, dengan berbagai pihak, baik pemerintah, swasta, maupun komunitas, untuk mendukung pengembangan bisnis Perusahaan.
- Exploring and Implementing Strategic Partnerships with various parties, including the government, private sector, and community groups, to support the Company's business development.

## Tinjauan Keuangan

### Financial Overview

Ulasan serta analisis atas kinerja keuangan yang disajikan dalam Laporan Tahunan ini merujuk pada Laporan Keuangan PT Jakarta Tourisindo yang telah diaudit oleh Kantor Akuntan Publik (KAP) Rama Wendra dan Rekan dengan opini "Wajar Tanpa Pengecualian." Penyusunan laporan keuangan tersebut telah mengikuti Standar Akuntansi Keuangan (SAK) yang berlaku di Indonesia, termasuk Pernyataan Standar Akuntansi Keuangan (PSAK) dan Interpretasi Standar Akuntansi Keuangan (ISAK) yang diterbitkan oleh Dewan Standar Akuntansi Keuangan Ikatan Akuntan Indonesia (DSAK-IAI).

Guna memberikan gambaran yang komprehensif, Perusahaan memastikan bahwa seluruh data dan informasi terkait kinerja keuangan yang dimuat dalam laporan tahunan ini, termasuk data pembandingan dari periode sebelumnya, disusun secara konsisten dan mengacu pada penjelasan auditor independen sebagaimana tercantum dalam Catatan atas Laporan Keuangan Konsolidasian yang merupakan bagian tidak terpisahkan dari laporan tahunan.

The review and analysis of financial performance presented in this Annual Report refer to the Financial Statements of PT Jakarta Tourisindo, which have been audited by the Public Accounting Firm (KAP) Rama Wendra and Partners with an "Unqualified Opinion." The financial statements have been prepared in accordance with Financial Accounting Standards (SAK) applicable in Indonesia, including Financial Accounting Standards Statements (PSAK) and Financial Accounting Standards Interpretations (ISAK) issued by the Financial Accounting Standards Board of the Indonesian Institute of Accountants (DSAK-IAI).

In order to provide a comprehensive overview, the Company ensures that all data and information related to financial performance contained in this annual report, including comparative data from the previous period, is prepared consistently and refers to the independent auditor's explanation as stated in the Notes to the Consolidated Financial Statements, which are an integral part of the annual report.

### Laporan Posisi Keuangan

Statement of Financial Position

Dalam Jutaan Rupiah | in Million Rupiah

| Uraian<br>Description                                             | Realisasi 2025<br>Realization<br>2025 | RKAP 2025<br>(RKAP) 2025 | Realisasi 2024<br>Realization<br>2024 | % Capaian RKAP<br>%Achievement of<br>Budget (RKAP) | % Pertumbuhan<br>YoY<br>% Year-over-Year<br>Growth |
|-------------------------------------------------------------------|---------------------------------------|--------------------------|---------------------------------------|----------------------------------------------------|----------------------------------------------------|
| <b>Aset</b><br>Assets                                             |                                       |                          |                                       |                                                    |                                                    |
| Aset Lancar<br>Current Assets                                     | 73.763                                | 62.157                   | 131.148                               | 118,67%                                            | (43,76%)                                           |
| Aset Tidak Lancar<br>Non-Current Assets                           | 943.234                               | 790.004                  | 745.053                               | 119,40%                                            | 26,60%                                             |
| Jumlah Aset<br>Total Assets                                       | 1.016.998                             | 852.161                  | 876.201                               | 119,34%                                            | 16,07%                                             |
| <b>Liabilitas</b><br>Liabilities                                  |                                       |                          |                                       |                                                    |                                                    |
| Liabilitas Jangka Pendek<br>Short-term Liabilities                | 150.721                               | 135.926                  | 157.316                               | 110,89%                                            | (4,19%)                                            |
| Liabilitas Jangka Panjang<br>Long-term Liabilities                | 85.543                                | 37.050                   | 57.948                                | 230,88%                                            | 47,62%                                             |
| Jumlah Liabilitas<br>Total Liabilities                            | 236.264                               | 172.976                  | 215.264                               | 136,59%                                            | 9,76%                                              |
| <b>Ekuitas</b><br>Equity                                          |                                       |                          |                                       |                                                    |                                                    |
| Modal Ditempatkan<br>dan Disetor<br>Issued and Fully Paid Capital | 713.545                               | 713.545                  | 713.545                               | 100%                                               | 0%                                                 |



Dalam Jutaan Rupiah | in Million Rupiah

| Uraian<br>Description                                         | Realisasi 2025<br>Realization<br>2025 | RKAP 2025<br>(RKAP) 2025 | Realisasi 2024<br>Realization<br>2024 | % Capaian RKAP<br>%Achievement of<br>Budget (RKAP) | % Pertumbuhan<br>YoY<br>% Year-over-Year<br>Growth |
|---------------------------------------------------------------|---------------------------------------|--------------------------|---------------------------------------|----------------------------------------------------|----------------------------------------------------|
| Cadangan Umum<br>General Reserves                             | 4.433                                 | 4.433                    | 4.433                                 | 100%                                               | 0%                                                 |
| Jumlah Saldo Laba<br>Total Retained Earnings                  | (71.806)                              | (43.805)                 | (146.040)                             | (163,92%)                                          | (50,83%)                                           |
| Ekuitas Lainnya<br>Other Equity                               | 120.512                               | 5.012                    | 74.234                                | 2.404,29%                                          | 62,34%                                             |
| Jumlah Ekuitas<br>Total Equity                                | 780.734                               | 679.186                  | 660.937                               | 114,95%                                            | 18,13%                                             |
| Jumlah Liabilitas dan Ekuitas<br>Total Liabilities and Equity | 1.016.998                             | 852.162                  | 876.201                               | 119,34%                                            | 16,07%                                             |

Perusahaan telah mencatat total aset pada tahun 2025 sebesar Rp1.016.998 juta, naik 16,07% dari tahun sebelumnya sebesar Rp876.201 juta. Hal ini seiring dengan peningkatan aset tidak lancar tahun 2025 sebesar 26,60%.

The company reported total assets of Rp1,016,998 million in 2025, an increase of 16.07% from the previous year's figure of Rp876,201 million. This aligns with a 26.60% increase in non-current assets in 2025.

#### Aset Lancar

Current Assets

Dalam Jutaan Rupiah | in Million Rupiah

| Uraian<br>Description                                        | Realisasi 2025<br>Realization 2025 | RKAP 2025<br>(RKAP) 2025 | Realisasi 2024<br>Realization<br>2024 | % Capaian RKAP<br>%Achievement of<br>Budget (RKAP) | % Pertumbuhan<br>YoY<br>% Year-over-Year<br>Growth |
|--------------------------------------------------------------|------------------------------------|--------------------------|---------------------------------------|----------------------------------------------------|----------------------------------------------------|
| Kas dan Setara Kas<br>Cash and Cash Equivalents              | 37.770                             | 23.944                   | 111.214                               | 157,74%                                            | (66,04%)                                           |
| Piutang Usaha<br>Accounts Receivable                         | 3.121                              | 3.486                    | 3.340                                 | 89,53%                                             | (6,56%)                                            |
| Piutang lain-lain<br>Other Receivables                       | 808                                | -                        | -                                     | 100,00%                                            | 100,00%                                            |
| Persediaan dan Perlengkapan<br>Supplies and Equipment        | 1.272                              | 2.000                    | 1.377                                 | 63,60%                                             | (7,63%)                                            |
| Beban Dibayar Dimuka<br>Accrued Expenses                     | 5.104                              | 14.276                   | 4.797                                 | 35,75%                                             | 6,40%                                              |
| Uang Muka<br>Tax Advances                                    | 1.681                              | 841                      | 3.407                                 | 199,88%                                            | (50,66%)                                           |
| Pajak Dibayar Dimuka<br>Prepaid Expenses                     | 530                                | 554                      | 530                                   | 95,67%                                             | 0,00%                                              |
| Pendapatan yang Masih<br>Harus Diterima<br>Income Receivable | 23.477                             | 17.057                   | 6.482                                 | 137,64%                                            | 262,19%                                            |
| Jumlah Aset Lancar<br>Total Current Assets                   | 73.763                             | 62.157                   | 131.148                               | 118,67%                                            | (43,76%)                                           |

Perusahaan telah mencatat jumlah aset lancar pada tahun 2025 menurun 43,76% dari Rp131.148 juta pada tahun 2024 menjadi Rp73.763 juta. Hal ini disebabkan oleh adanya penurunan yang cukup signifikan pada kas dan setara kas, serta penurunan pada uang muka di tahun 2025.

The company reported a 43.76% decrease in current assets in 2025, from Rp131,148 million in 2024 to Rp73,763 million. This was due to a significant decline in cash and cash equivalents, as well as a decrease in advance payments in 2025.



## Aset Tidak Lancar

Non-Current Assets

Dalam Jutaan Rupiah | in Million Rupiah

| Uraian<br>Description                                 | Realisasi 2025<br>Realization 2025 | RKAP 2025<br>(RKAP) 2025 | Realisasi 2024<br>Realization 2024 | % Capaian RKAP<br>%Achievement of<br>Budget (RKAP) | % Pertumbuhan<br>YoY<br>% Year-over-Year<br>Growth |
|-------------------------------------------------------|------------------------------------|--------------------------|------------------------------------|----------------------------------------------------|----------------------------------------------------|
| Aset Kontrak<br>Contract Asset                        | 11.989                             | 0                        | 12.402                             | 100,00%                                            | (3,33%)                                            |
| Aset Tetap<br>Fixed Assets                            | 553.154                            | 539.904                  | 551.590                            | 102,45%                                            | 0,28%                                              |
| Properti Investasi<br>Investment Properties           | 338.278                            | 150.166                  | 142.726                            | 225,27%                                            | 137,01%                                            |
| Aset Pajak Tangguhan<br>Deferred Tax Assets           | 39.813                             | 6.446                    | 38.263                             | 617,64%                                            | 4,05%                                              |
| Aset Tidak Lancar Lainnya<br>Other Non-Current Assets | -                                  | 93                       | 72                                 | (100,00%)                                          | (100,00%)                                          |
| Jumlah Aset Tidak Lancar<br>Total NonCurrent Assets   | 943.234                            | 790.004                  | 745.053                            | 119,40%                                            | 26,60%                                             |

Pada tahun 2025, Perusahaan telah mencatat total aset tidak lancar sebesar Rp943.234 juta, naik 26,60% dari tahun sebelumnya sebesar Rp745.053 juta. Hal ini terutama dipengaruhi oleh peningkatan properti investasi pada tahun 2025.

In 2025, the Company recorded total non-current assets of Rp943,234 million, an increase of 26.60% from the previous year's figure of Rp745,053 million. This was primarily driven by an increase in investment property in 2025.

## Liabilitas

Liabilities

Dalam Jutaan Rupiah | in Million Rupiah

| Uraian<br>Description                                                                        | Realisasi 2025<br>Realization 2025 | RKAP 2025<br>(RKAP) 2025 | Realisasi 2024<br>Realization 2024 | % Capaian RKAP<br>%Achievement of<br>Budget (RKAP) | % Pertumbuhan<br>YoY<br>% Year-over-Year<br>Growth |
|----------------------------------------------------------------------------------------------|------------------------------------|--------------------------|------------------------------------|----------------------------------------------------|----------------------------------------------------|
| <b>Liabilitas Jangka Pendek</b><br>Current Liabilities                                       |                                    |                          |                                    |                                                    |                                                    |
| Utang Bank<br>bank loan                                                                      | 17.000                             | 0                        | 7.766                              | 100,00%                                            | 118,90%                                            |
| Utang Usaha<br>Accounts Payable                                                              | 6.911                              | 5.122                    | 6.297                              | 134,93%                                            | 9,75%                                              |
| Utang Lain-lain<br>Other Payables                                                            | 41.264                             | 37.086                   | 65.127                             | 111,27%                                            | (36,64%)                                           |
| Utang Pajak<br>Taxes Payables                                                                | 5.392                              | 5.678                    | 3.439                              | 94,96%                                             | 56,79%                                             |
| Beban Akrua<br>Accrued Expenses                                                              | 14.213                             | 23.909                   | 9.530                              | 59,45%                                             | 49,14%                                             |
| Liabilitas Kontrak<br>Contract Liabilities                                                   | 56.000                             | 56.000                   | 56.000                             | 100,00%                                            | 0,00%                                              |
| Pendapatan Diterima di Muka –<br>Jangka Pendek<br>Revenue Received in Advance –<br>ShortTerm | 9.942                              | 8.131                    | 9.158                              | 122,27%                                            | 8,56%                                              |
| Jumlah Liabilitas Jangka Pendek<br>Total Current Liabilities                                 | 150.721                            | 135.926                  | 157.316                            | 110,88%                                            | (4,19%)                                            |
| <b>Liabilitas Jangka Panjang</b><br>Long-Term Liabilities                                    |                                    |                          |                                    |                                                    |                                                    |
| Kewajiban Imbalan<br>Pasca Kerja<br>Post-Employment Benefit<br>Obligations                   | 28.166                             | 16.549                   | 26.034                             | 170,20%                                            | 8,19%                                              |
| Pendapatan Diterima di Muka –<br>Jangka Panjang<br>Unearned Revenue - Long Term              | 17.926                             | 11.531                   | 20.013                             | 155,46%                                            | (10,43%)                                           |

Dalam Jutaan Rupiah | in Million Rupiah

| Uraian<br>Description                                            | Realisasi 2025<br>Realization 2025 | RKAP 2025<br>(RKAP) 2025 | Realisasi 2024<br>Realization 2024 | % Capaian RKAP<br>%Achievement of<br>Budget (RKAP) | % Pertumbuhan<br>YoY<br>% Year-over-Year<br>Growth |
|------------------------------------------------------------------|------------------------------------|--------------------------|------------------------------------|----------------------------------------------------|----------------------------------------------------|
| Liabilitas Pajak Tangguhan<br>Deferred Tax Liabilities           | 6.905                              | 0                        | 3.090                              | 100,00%                                            | 123,46%                                            |
| Liabilitas Tidak Lancar Lainnya<br>Other Non-Current Liabilities | 8.811                              | 8.977                    | 8.811                              | 98,15%                                             | 0,00%                                              |
| Utang Lain-lain<br>Other Payables                                | 23.736                             | -                        | -                                  | 100,00%                                            | 100,00%                                            |
| Jumlah Liabilitas Jangka Panjang<br>Long-Term Liabilities        | 85.543                             | 37.050                   | 57.948                             | 230,89%                                            | 47,62%                                             |
| Jumlah Liabilitas<br>Total Liabilities                           | 236.264                            | 172.976                  | 215.264                            | 136,59%                                            | 9,76%                                              |

Perusahaan telah mencatat total liabilitas pada tahun 2025 meningkat 9,76% menjadi Rp236.264 juta dari tahun sebelumnya sebesar Rp215.264 juta. Hal ini seiring dengan peningkatan pada liabilitas jangka panjang sebesar 47,62%.

The company reported that total liabilities in 2025 increased by 9.76% to Rp236,264 million from Rp215,264 million in the previous year. This was in line with a 47.62% increase in long-term liabilities.

## Ekuitas

Equity

Dalam Jutaan Rupiah | in Million Rupiah

| Uraian<br>Description                                              | Realisasi 2025<br>Realization 2025 | RKAP 2025<br>(RKAP) 2025 | Realisasi 2024<br>Realization 2024 | % Capaian RKAP<br>%Achievement of<br>Budget (RKAP) | % Pertumbuhan<br>YoY<br>% Year-over-Year<br>Growth |
|--------------------------------------------------------------------|------------------------------------|--------------------------|------------------------------------|----------------------------------------------------|----------------------------------------------------|
| Modal Ditempatkan<br>dan Disetor<br>Subscribed and Paid-Up Capital | 713.545                            | 713.545                  | 713.545                            | 100,00%                                            |                                                    |
| Tambahan Modal<br>Disetor<br>Additional Paid-in Capital            | 0,73                               | 0,73                     | 0,73                               | 100,00%                                            |                                                    |
| Cadangan Umum<br>General Reserves                                  | 4.433                              | 4.433                    | 4.433                              | 100,00%                                            |                                                    |
| Belum ditentukan<br>Penggunanya<br>User Not Yet Determined         |                                    |                          |                                    |                                                    |                                                    |
| Laba (Rugi) tahun lalu<br>Profit (Loss) from the Previous<br>Year  | (71.806)                           | (43.806)                 | (146.040)                          | (163,92%)                                          | (50,83%)                                           |
| Laba (Rugi) Tahun berjalan<br>Profit (Loss) for the Current Year   | 120.512                            | 5.012                    | 74.234                             | 2.404,47%                                          | 62,34%                                             |
| Ekuitas Lainnya<br>Other Equity                                    | 14.048                             | 0                        | 14.764                             | 100,00%                                            | (4,85%)                                            |
| Jumlah Ekuitas<br>Total Equity                                     | 780.734                            | 679.186                  | 660.937                            | 114,95%                                            | 18,13%                                             |

Pada tahun 2025, Jumlah ekuitas perusahaan sebesar Rp780.734 juta, naik 18,13% dari tahun sebelumnya sebesar Rp660.937 juta. Hal ini seiring dengan peningkatan pada laba tahun berjalan.

In 2025, the company's equity totaled Rp780,734 million, an increase of 18.13% from the previous year's figure of Rp660,937 million. This increase is in line with the rise in net income.

## Modal Kerja Bersih

Modal kerja bersih Perusahaan pada tahun 2025 mengalami penurunan 4,55% atau Rp32,13 juta dari tahun 2024 sebesar Rp28.663 juta menjadi Rp674.772 juta.

## Net Working Capital

The Company's net working capital in 2025 will decrease by 4,55% or Rp32.13 million from Rp28,663 million in 2024 to Rp674.772 million.



Analisis Laba (Rugi)

Sebagai upaya untuk menyajikan gambaran yang komprehensif mengenai capaian kinerja Perusahaan, berikut ditampilkan ringkasan perkembangan kinerja keuangan JXB yang mengacu pada Analisis Laporan Laba (Rugi) Konsolidasian untuk Tahun Buku 2025, sebagai berikut:

Pendapatan

Revenue

Profit (Loss) Analysis

In an effort to provide a comprehensive overview of the Company's performance, the following is a summary of JXB's financial performance based on the Consolidated Income (Loss) Statement Analysis for the 2025 Fiscal Year, as follows:

| Dalam Jutaan Rupiah   in Million Rupiah            |                                    |                          |                                    |                                                 |                                              |
|----------------------------------------------------|------------------------------------|--------------------------|------------------------------------|-------------------------------------------------|----------------------------------------------|
| Uraian<br>Description                              | Realisasi 2025<br>Realization 2025 | RKAP 2025<br>(RKAP) 2025 | Realisasi 2024<br>Realization 2024 | % Capaian RKAP<br>%Achievement of Budget (RKAP) | % Pertumbuhan YoY<br>% Year-over-Year Growth |
| Pendapatan Kamar<br>Room Revenue                   | 45.416                             | 63.872                   | 36.944                             | 71,11%                                          | 22,93%                                       |
| Pendapatan F&B<br>Food & Beverage Revenue          | 41.517                             | 59.128                   | 32.511                             | 70,22%                                          | 27,70%                                       |
| Pendapatan Sewa<br>Rental Revenue                  | 9.239                              | 18.487                   | 6.657                              | 49,98%                                          | 38,79%                                       |
| Pendapatan Member<br>Membership Revenue            | 108                                | 526                      | 282                                | 20,60%                                          | (61,52%)                                     |
| Pendapatan Usaha Lainnya<br>Other Business Revenue | 82.807                             | 71.887                   | 20.856                             | 115,19%                                         | 297,03%                                      |
| Jumlah Pendapatan<br>Total Revenue                 | 179.088                            | 213.899                  | 97.250                             | 83,73%                                          | 84,15%                                       |

Pada tahun 2025, Perusahaan telah mencatatkan jumlah pendapatan yang mengalami peningkatan 84,15% dari tahun 2024 sebesar Rp97.250 juta menjadi Rp179.088 juta. Hal ini terutama dipengaruhi oleh peningkatan pendapatan pada usaha lainnya khususnya pada pariwisata.

In 2025, the Company reported an 84.15% increase in revenue compared to 2024, rising from Rp97,250 million to Rp179,088 million. This was primarily driven by increased revenue from other business operations, particularly in the tourism sector.

Beban Langsung

Direct Expenses

| Dalam Jutaan Rupiah   in Million Rupiah               |                                    |                          |                                    |                                                 |                                              |
|-------------------------------------------------------|------------------------------------|--------------------------|------------------------------------|-------------------------------------------------|----------------------------------------------|
| Uraian<br>Description                                 | Realisasi 2025<br>Realization 2025 | RKAP 2025<br>(RKAP) 2025 | Realisasi 2024<br>Realization 2024 | % Capaian RKAP<br>%Achievement of Budget (RKAP) | % Pertumbuhan YoY<br>% Year-over-Year Growth |
| Beban Tenaga Kerja Langsung<br>Direct Labor Expenses  | 18.523                             | 21.367                   | 18..185                            | 86,69%                                          | 1,86%                                        |
| Beban Makan dan Minuman<br>Food and Beverage Expenses | 16.426                             | 21.191                   | 12.777                             | 77,52%                                          | 28,56%                                       |
| Beban Operasional Langsung<br>Operational Expenses    | 71.039                             | 60.950                   | 22.500                             | 116,55%                                         | 215,72%                                      |
| Jumlah Beban Langsung<br>Total Direct Expenses        | 105.988                            | 103.507                  | 53.463                             | 102,40%                                         | 98,25%                                       |

Perusahaan telah mencatat beban langsung pada tahun 2025 sebesar Rp105.988 juta, naik 98,25% dari tahun sebelumnya sebesar Rp53.463 juta. Hal ini dipengaruhi oleh peningkatan yang cukup signifikan pada beban operasional langsung pada tahun 2025.

The company recorded direct expenses of Rp105,988 million in 2025, an increase of 98.25% from the previous year's figure of Rp53,463 million. This was driven by a significant increase in direct operating expenses in 2025.

## Beban Usaha

Operating Expenses

Dalam Jutaan Rupiah | in Million Rupiah

| Uraian<br>Description                                                    | Realisasi 2025<br>Realization 2025 | RKAP 2025<br>(RKAP) 2025 | Realisasi 2024<br>Realization 2024 | % Capaian RKAP<br>%Achievement of<br>Budget (RKAP) | % Pertumbuhan<br>YoY<br>% Year-over-Year<br>Growth |
|--------------------------------------------------------------------------|------------------------------------|--------------------------|------------------------------------|----------------------------------------------------|----------------------------------------------------|
| Beban Penjualan<br>Selling Expenses                                      | 2.601                              | 3.738                    | 2.136                              | 69,59%                                             | 21,77%                                             |
| Beban Umum dan<br>Administrasi<br>General and Administrative<br>Expenses | 103.252                            | 106.648                  | 100.783                            | 96,82%                                             | 2,45%                                              |
| Jumlah Beban Usaha<br>Total Operating Expenses                           | 105.853                            | 110.386                  | 102.919                            | 95,89%                                             | 2,85%                                              |

Pada tahun 2025, jumlah beban usaha Perusahaan tercatat sebesar Rp105.853 juta, naik 2,85% dari tahun 2024 sebesar Rp102.919 juta. Hal ini seiring dengan peningkatan pada beban umum dan administrasi Perusahaan tahun 2025.

In 2025, the Company's operating expenses totaled Rp105,853 million, an increase of 2.85% from Rp102,919 million in 2024. This increase was driven by a rise in the Company's general and administrative expenses in 2025.

## Pendapatan (Beban) Lain-Lain

Other Income (Expenses)

Dalam Jutaan Rupiah | in Million Rupiah

| Uraian<br>Description                                                   | Realisasi 2025<br>Realization 2025 | RKAP 2025<br>(RKAP) 2025 | Realisasi 2024<br>Realization 2024 | % Capaian RKAP<br>%Achievement of<br>Budget (RKAP) | % Pertumbuhan<br>YoY<br>% Year-over-Year<br>Growth |
|-------------------------------------------------------------------------|------------------------------------|--------------------------|------------------------------------|----------------------------------------------------|----------------------------------------------------|
| Pendapatan Lain-Lain<br>Other Income                                    | 3.794                              | 3.754                    | 5.207                              | 101,06%                                            | (27,14%)                                           |
| Beban Lain-Lain<br>Other Expenses                                       | (650)                              | (370)                    | (667)                              | 175,85%                                            | (2,55%)                                            |
| Jumlah Pendapatan (Beban)<br>Lain-lain<br>Total Other Income (Expenses) | 3.137                              | 3.385                    | 4.540                              | 92,70%                                             | (30,89%)                                           |

Pendapatan lain-lain Perusahaan pada tahun 2025 tercatat sebesar Rp3.137 juta, turun 30,89% dari tahun 2024 sebesar Rp4.540 juta. Hal ini seiring dengan penurunan pendapatan lain-lain tahun 2025.

The Company's other income in 2025 amounted to Rp3,137 million, down 30.89% from Rp4,540 million in 2024. This aligns with the decline in other income in 2025.

## Beban Pajak Penghasilan

Perhitungan Beban Pajak Penghasilan JXB tahun 2025 didasarkan pada estimasi penghasilan kena pajak untuk periode berjalan. Meskipun demikian, baik pada tahun 2025 maupun 2024, Perusahaan tidak merealisasikan pembayaran pajak kepada negara, baik dalam bentuk pajak final, pajak kini, maupun pajak penghasilan.

## Income Tax Expense

The calculation of JXB's income tax expense for 2025 is based on estimated taxable income for the current period. However, in both 2025 and 2024, the Company did not make any tax payments to the government, whether in the form of final tax, current tax, or income tax.

## Laba (Rugi) Bersih Tahun Berjalan

Pada tahun 2025, Perusahaan telah mencatat laba bersih tahun berjalan sebesar Rp120.512 juta, naik 62,34% dari tahun 2024 sebesar Rp74.234 juta. Pertumbuhan ini seiring dengan peningkatan pada pendapatan usaha tahun 2025.

## Net Profit (Loss) for the Year

In 2025, the Company reported net income for the year of Rp120,512 million, up 62.34% from Rp74,234 million in 2024. This growth is in line with the increase in operating revenue in 2025.



## Laporan Arus Kas

Laporan Arus Kas Perusahaan memuat informasi terkait pergerakan kas dan setara kas selama periode berjalan yang disusun dengan menggunakan metode langsung. Laporan ini disajikan untuk memberikan gambaran mengenai kemampuan JXB dalam menghasilkan arus kas serta memenuhi kebutuhan likuiditas yang berkaitan dengan kegiatan operasional, investasi, dan pendanaan.

## Cash Flow Statement

The Company's Cash Flow Statement contains information related to cash and cash equivalents movements during the current period, compiled using the direct method. This statement is presented to provide an overview of JXB's ability to generate cash flow and meet liquidity needs related to operational, investment, and financing activities.

Dalam Jutaan Rupiah | in Million Rupiah

| Keterangan<br>Description                                                 | 2025     | 2024     | 2023     | 2022     | Rata-rata Pertumbuhan (%)<br>Average Growth (%) |
|---------------------------------------------------------------------------|----------|----------|----------|----------|-------------------------------------------------|
| Arus Kas dari Aktivitas Operasi<br>Cash Flows from Operating Activities   | (24.637) | (28.126) | (84.673) | 87.203   | (12,40%)                                        |
| Arus Kas dari Aktivitas Investasi<br>Cash Flows from Investing Activities | (58.041) | (39.962) | (94.840) | (11.842) | 45,24%                                          |
| Arus Kas dari Aktivitas Pendanaan<br>Cash Flows from Financing Activities | 9.234    | 7.766    | 13.870   | 0        | 18,90%                                          |
| Kas dan Setara Kas Awal Tahun<br>Beginning Cash and Cash Equivalents      | 111.214  | 171.536  | 337.179  | 261.818  | (35,17%)                                        |
| Kas dan Setara Kas Akhir Tahun<br>Ending Cash and Cash Equivalents        | 37.770   | 111.214  | 171.536  | 337.179  | (66,04%)                                        |

JXB telah mencatat kas dan setara kas pada akhir tahun 2025 sebesar Rp37.770 juta, turun 66,04% dari awal tahun 2025 sebesar Rp111.214 juta. Hal ini seiring dengan meningkatnya arus kas dari aktivitas investasi sebesar 45,24%.

JXB reported cash and cash equivalents of Rp37,770 million at the end of 2025, down 66.04% from Rp111,214 million at the beginning of 2025. This was in line with a 45.24% increase in cash flow from investing activities.

### Arus Kas Aktivitas Operasi

Cash Flow from Operating Activities

Dalam Jutaan Rupiah | in Million Rupiah

| Keterangan<br>Description                                               | 2025     | 2024     | 2023     | 2022      | Rata-rata Pertumbuhan (%)<br>Average Growth (%) |
|-------------------------------------------------------------------------|----------|----------|----------|-----------|-------------------------------------------------|
| Penerimaan dari Pelanggan<br>Receipts from Customers                    | 161.422  | 106.666  | 119.760  | 496.108   | 51,33%                                          |
| Pembayaran kepada Pemasok<br>Payments to Suppliers                      | (82.932) | (28.938) | (71.743) | (181.933) | 186,59%                                         |
| Pembayaran untuk Operasional<br>Payments for Operations                 | (48.786) | (48.081) | (48.346) | (79.760)  | 1,47%                                           |
| Pembayaran kepada Karyawan<br>Payments to Employees                     | (53.898) | (53.879) | (64.443) | (126.261) | 0,04%                                           |
| Pembayaran untuk Pajak<br>Payments for Taxes                            | (2.063)  | (8.525)  | 796      | (5.870)   | (75,80%)                                        |
| Pembayaran beban Keuangan<br>Payments for Financial Expenses            | 531      | 4.840    | 7.073    | 5.511     | (89,03%)                                        |
| Penerimaan (Pembayaran) Lain-lain<br>Other Receipts (Payments)          | 1.089    | (209)    | (27.772) | (20.592)  | (621,05%)                                       |
| Kas Bersih dari Aktivitas Operasi<br>Net Cash from Operating Activities | (24.637) | (28.126) | (84.673) | 87.203    | (12,40%)                                        |

Perusahaan telah mencatat arus kas untuk aktivitas operasi pada tahun 2025 sebesar Rp24.637 juta, turun 12,40% dari tahun 2024 sebesar Rp28.126 juta. Hal ini terutama disebabkan oleh peningkatan pada penerimaan dari pelanggan yang cukup signifikan yakni sebesar 51,33%.

The company reported cash flow from operating activities of Rp24,637 million in 2025, down 12.40% from Rp28,126 million in 2024. This was primarily due to a significant increase in customer receipts of 51.33%.



### Arus Kas Aktivitas Investasi

Cash Flow from Investing Activities

Dalam Jutaan Rupiah | in Million Rupiah

| Keterangan<br>Description                                                 | 2025     | 2024     | 2023     | 2022     | Rata-rata Pertumbuhan (%)<br>Average Growth (%) |
|---------------------------------------------------------------------------|----------|----------|----------|----------|-------------------------------------------------|
| Perolehan Aset Tetap<br>Purchases of Fixed Assets                         | (58.128) | (40.498) | (95.160) | (11.845) | 43,53%                                          |
| Penjualan Aset Tetap<br>Sales of Fixed Assets                             | 87       | 535      | 320      | 2        | (83,74%)                                        |
| Kas Bersih dari Aktivitas Investasi<br>Net Cash from Investing Activities | (58.041) | (39.963) | (94.840) | (11.842) | 45,24%                                          |

Perusahaan telah mencatat arus kas untuk aktivitas investasi pada tahun 2025 sebesar Rp58.041 juta, naik 45,24% dari tahun 2024 sebesar Rp39.963 juta. Hal ini terutama dipengaruhi oleh peningkatan pada perolehan aset tetap sebesar 43,53%.

The company recorded cash flow from investing activities of Rp58,041 million in 2025, up 45.24% from Rp39,963 million in 2024. This was primarily driven by a 43.53% increase in the acquisition of fixed assets.

### Arus Kas Aktivitas Pendanaan

Cash Flow from Financing Activities

Dalam Jutaan Rupiah | in Million Rupiah

| Keterangan<br>Description                                                 | 2025    | 2024  | 2023   | 2022 | Rata-rata Pertumbuhan (%)<br>Average Growth (%) |
|---------------------------------------------------------------------------|---------|-------|--------|------|-------------------------------------------------|
| Penerimaan utang bank<br>Bank Loan                                        | 18.700  | 7.766 | 0      | 0    | 140,79%                                         |
| Pembayaran utang bank<br>Bank loan repayment                              | (9.466) | -     |        |      | (100,00%)                                       |
| Kas Bersih dari Aktivitas Pendanaan<br>Net Cash from Financing Activities | 9.234   | 7.766 | 13.871 | 0    | 18,90%                                          |

Pada tahun 2025, arus kas dari aktivitas pendanaan tercatat sebesar Rp9.234 juta, naik 18,90% dari tahun sebelumnya sebesar Rp7.766 juta. Hal ini terutama dipengaruhi oleh adanya pembayaran utang bank tahun 2025.

In 2025, cash flow from financing activities totaled Rp9,234 million, an increase of 18.90% from the previous year's figure of Rp7,766 million. This was primarily driven by the Bank loan repayment in 2025.

### Rasio Keuangan

Financial Ratio

| Keterangan<br>Description                                                | 2025   | 2024   | 2023    | YoY      |
|--------------------------------------------------------------------------|--------|--------|---------|----------|
| Tingkat Pengembalian Atas Aset (ROA)<br>Return on Assets (ROA)           | 11,85  | 8,47   | (11,35) | 39,91%   |
| Tingkat Pengembalian Atas Ekuitas (ROE)<br>Return on Equity (ROE)        | 18,44  | 13,25  | (14,98) | 39,17%   |
| Tingkat Pengembalian Atas Investasi (ROI)<br>Return on Investment (ROI)  | (0,41) | (4,35) | (13,35) | (90,57%) |
| Rasio Kas<br>Cash Ratio                                                  | 25,06  | 70,70  | 123,58  | (64,55%) |
| Rasio Lancar<br>Current Ratio                                            | 48,94  | 83,37  | 144,73  | (41,30%) |
| Periode Penagihan Piutang (hari)<br>Receivables Collection Period (days) | 6,36   | 12,54  | 29,25   | (49,28%) |
| Perputaran Persediaan (hari)<br>Inventory Turnover (days)                | 4,38   | 9,40   | 3,24    | (53,40%) |
| Perputaran Total Aset<br>Inventory Turnover (days)                       | 17,98  | 11,69  | 16,11   | 53,81%   |
| Modal Sendiri Terhadap Aktivas<br>Own Capital to Assets                  | 64,99  | 66,95  | 87,19   | (2,93%)  |

#### Rasio Tingkat Pengembalian Aset

JXB telah mencatat ROA pada tahun 2025 sebesar 11,85%, naik 39,91% dari tahun sebelumnya sebesar 8,47%.

#### Rasio Tingkat Pengembalian atas Ekuitas

Pada tahun 2025, Perusahaan telah mencatat ROE sebesar 18,44%, naik 39,17% dari tahun 2024 sebesar 13,25%.

#### Rasio Tingkat Pengembalian atas Investasi

Jumlah ROI Perusahaan pada tahun 2025 mengalami penurunan 90,57% dari tahun 2024 sebesar (4,35)% menjadi (0,41)%.

#### Rasio Kas

JXB telah mencatat rasio kas pada tahun 2025 sebesar 25,06%, turun 64,55% dari tahun 2024 sebesar 70,70%.

#### Rasio Lancar

Pada tahun 2025, Perusahaan telah mencatat rasio lancar sebesar 48,94%, turun 41,30% dari tahun sebelumnya sebesar 83,37%.

#### Periode Penagihan Utang

Perusahaan telah mencatat periode penagihan utang pada tahun 2025 selama 6,36 hari, lebih cepat dari tahun sebelumnya yang selama 12,54 hari.

#### Periode Perputaran Persediaan

JXB telah mencatat periode perputaran persediaan pada tahun 2025 selama 4,38 hari, lebih cepat dibandingkan dengan tahun 2024 yang selama 9,40 hari.

#### Perputaran Total Aset

Perputaran total aset Perusahaan pada tahun 2025 tercatat sebesar 17,98%, meningkat 53,81% dari tahun 2024 yang tercatat sebesar 11,69%.

#### Return on Assets Ratio

JXB reported a return on assets (ROA) of 11.85% in 2025, up 39.91% from the previous year's figure of 8.47%.

#### Return on Equity Ratio

In 2025, the Company reported a return on equity (ROE) of 18.44%, up 39.17% from 13.25% in 2024.

#### Return on Investment Ratio

The company's ROI in 2025 decreased by 90.57% from 2024, dropping from (4.35)% to (0.41)%.

#### Cash Ratio

JXB reported a cash ratio of 25.06% in 2025, down 64.55 percentage points from 70.70% in 2024.

#### Current Ratio

In 2025, the Company reported a current ratio of 48.94%, down 41.30% from the previous year's figure of 83.37%.

#### Debt Collection Period

The company recorded a debt collection period in 2025 of 6.36 days, which is faster than the previous year's 12.54 days.

#### Inventory Turnover Period

JXB has recorded an inventory turnover period in 2025 of 4.38 days, which is faster than in 2024, which was 9.40 days.

#### Total Asset Turnover

The Company's total asset turnover in 2025 stood at 17.98%, an increase of 53.81% from 2024, when it stood at 11.69%.

## Kemampuan Membayar Utang dan Tingkat Kolektibilitas Piutang

### Ability to Pay Debts and Collectability of Receivables

#### Kemampuan Membayar Utang

Perusahaan menunjukkan komitmen yang kuat dalam memenuhi seluruh kewajibannya sepanjang tahun 2025. Hal tersebut tercermin dari kemampuan JXB yang memadai dalam menyelesaikan pembayaran utang pada tahun tersebut.

#### Ability to Pay Debt

The company has demonstrated a strong commitment to fulfilling all of its obligations throughout 2025. This is reflected in JXB's adequate ability to settle its debts in that year.



Dalam satuan % | in Unit %

| Keterangan<br>Description                             | Formulasi<br>Formula                                          | 2025  | 2024  | 2023   | 2022   | Rata-rata Pertumbuhan (%)<br>Average Growth (%) |
|-------------------------------------------------------|---------------------------------------------------------------|-------|-------|--------|--------|-------------------------------------------------|
| Rasio Likuiditas<br>Liquidity Ration                  | Aset Lancar<br>Utang Lancar<br>Current Assets<br>Current Debt | 48,94 | 83,37 | 144,73 | 319,01 | (41,30%)                                        |
| Rasio Solvabilitas<br>Solvency Ration                 | Jumlah Utang<br>Jumlah Aset<br>Total Debt<br>Total Assets     | 23,23 | 24,57 | 23,57  | 17,37  | (5,45%)                                         |
| Rasio Ekuitas terhadap Utang<br>Equity to Debt Ration | Jumlah Utang<br>Jumlah Ekuitas<br>Total Debt<br>Total Equity  | 30,26 | 32,58 | 30,84  | 20,97  | (7,12%)                                         |

## Tingkat Kolektibilitas Piutang

JXB memperlihatkan kemampuan yang baik dalam pengelolaan piutang usaha, baik yang berasal dari pihak ketiga maupun pihak berelasi. Hal ini tercermin dari hasil analisis rasio aktivitas yang menunjukkan tingkat efektivitas perusahaan dalam mengelola serta melakukan penagihan piutang secara menyeluruh.

## Accounts Receivable Collectability

JXB demonstrates strong capabilities in managing accounts receivable, both from third parties and related parties. This is reflected in the results of the activity ratio analysis, which shows the company's effectiveness in managing and collecting accounts receivable comprehensively.

| Keterangan<br>Description                                                                      | Formulasi<br>Formula                                                                          | 2025 | 2024  | 2023  | 2022 | Rata-rata Pertumbuhan (%)<br>Average Growth (%) |
|------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------|------|-------|-------|------|-------------------------------------------------|
| Perputaran Piutang (kali)<br>Accounts Receivable<br>Turnover (times)                           | Pendapatan Usaha /<br>Piutang Rata-Rata<br>Operating Revenue/<br>Average Receivables          | 27,7 | 15,42 | 12,48 | 6,07 | 79,64%                                          |
| Periode Kolektibilitas<br>Piutang (hari) Accounts<br>Receivable Collection<br>Period (days)    | (Piutang Usaha ×<br>365)/Pendapatan Usaha<br>(Accounts Receivable x<br>365)/Operating Revenue | 6,36 | 12,54 | 29,25 | 6,06 | (49,28%)                                        |
| Rasio Piutang Usaha<br>terhadap Pendapatan (%)<br>Accounts Receivable to<br>Revenue Ration (%) | Piutang Usaha<br>Pendapatan Usaha × 100<br>Accounts Receivable /<br>Operating Revenue x 100   | 1,74 | 3,43  | 8,01  | 1,66 | (49,27%)                                        |

## Klasifikasi Piutang Usaha

JXB mengelompokkan piutang usaha dengan mempertimbangkan beberapa kriteria, yaitu berdasarkan unit usaha, usia piutang, serta jenis piutang yang berasal dari pihak ketiga.

## Classification of Accounts Receivable

JXB classifies accounts receivable based on several criteria, namely by business unit, age of receivables, and type of receivables originating from third parties.

### Berdasarkan Unit Usaha

Based on Business Unit

Dalam Jutaan Rupiah | in Million Rupiah

| Unit Usaha<br>Business Unit            | 2025  | 2024  | 2023  | 2022  | Rata-rata Pertumbuhan (%)<br>Average Growth (%) |
|----------------------------------------|-------|-------|-------|-------|-------------------------------------------------|
| Kantor Pusat<br>Head Office            | -     | -     | 4.970 | 1.712 | (10,84%)                                        |
| The Tavia Heritage Hotel               | 3.231 | 3.624 | 2.857 | 3.415 | 73,87%                                          |
| The Tavia Riverside Resort & Conventio | 1.311 | 754   | 1.420 | 1.254 | 16,72%                                          |
| d'Arcici Hotel Al Hijra                | 803   | 688   | 822   | 859   | (46,60%)                                        |
| d'Arcici Hotel Sunter                  | 510   | 955   | 1.510 | 1.077 | 26,76%                                          |
| d'Arcici Hotel Plumpang                | 90    | 71    | 104   | 185   | (17,39%)                                        |

Dalam Jutaan Rupiah | in Million Rupiah

| Unit Usaha<br>Business Unit | 2025  | 2024  | 2023   | 2022  | Rata-rata Pertumbuhan (%)<br>Average Growth (%) |
|-----------------------------|-------|-------|--------|-------|-------------------------------------------------|
| C'One Hotel Cempaka Putih   | 38    | 46    | 38     | 91    | (68,97%)                                        |
| C'One Hotel Pulomas         | 18    | 58    | 157    | 17    | (3,15%)                                         |
| Jumlah<br>Total             | 6.002 | 6.197 | 11.878 | 8.611 | (10,84%)                                        |

#### Berdasarkan Umur Piutang

Based on Age of Receivables

Dalam Jutaan Rupiah | in Million Rupiah

| Unit Usaha<br>Business Unit               | 2025  | 2024  | 2023   | 2022  | Rata-rata Pertumbuhan (%)<br>Average Growth (%) |
|-------------------------------------------|-------|-------|--------|-------|-------------------------------------------------|
| Lancar (≤ 30 hari)<br>Current (≤ 30 days) | 2.226 | 2.117 | 6.725  | 3.104 | 5,15%                                           |
| 31 – 60 hari<br>31 – 60 days              | 265   | 263   | 163    | 556   | 0,76%                                           |
| 61 – 90 hari<br>61 – 90 days              | 159   | 328   | 729    | 171   | (51,52%)                                        |
| Di atas 90 hari<br>Above 90 days          | 3.352 | 3.489 | 4.259  | 4.780 | (3,93%)                                         |
| Jumlah<br>Total                           | 6.002 | 6.197 | 11.877 | 8.611 | (3,15%)                                         |

#### Berdasarkan Kelompok Piutang Pihak Ketiga

Based on Third Party Receivables Group

Dalam satuan % | in Unit %

| Kelompok Piutang Pihak Ketiga<br>Third-Party Receivables Group | 2025  | 2024  | 2023   | 2022  | Rata-rata Pertumbuhan (%)<br>Average Growth (%) |
|----------------------------------------------------------------|-------|-------|--------|-------|-------------------------------------------------|
| Buku Piutang Tamu<br>Guest Ledger                              | 455   | 254   | 355    | 1.079 | 79,13%                                          |
| Perusahaan<br>Corporate                                        | 4.108 | 3.455 | 5.595  | 4.869 | 18,90%                                          |
| Agen Perjalanan<br>Travel Agent                                | 626   | 1.205 | 261    | 184   | (48,05%)                                        |
| Kartu Kredit<br>Credit Card                                    | 247   | 303   | 93     | 105   | (18,48%)                                        |
| Pemerintah<br>Government                                       | 106   | 670   | 5.463  | 2.374 | (84,18%)                                        |
| Individu<br>Individual                                         | 207   | 209   | 112    | 0,6   | (0,96%)                                         |
| Jumlah Piutang Pihak Ketiga<br>Total Piutang Pihak Ketiga      | 6.002 | 6.197 | 11.878 | 8.611 | (3,15%)                                         |

## Struktur Modal dan Kebijakan Manajemen Atas Struktur Modal

Company Capital Structure and Management Policy on Capital Structure

Perusahaan memiliki komitmen tinggi dalam menjaga keberlanjutan usaha melalui pengelolaan permodalan yang dilakukan secara efektif dan optimal. Upaya efisiensi biaya modal terus diterapkan guna menjaga keseimbangan

The company is highly committed to maintaining business sustainability through effective and optimal capital management. Efforts to improve capital efficiency continue to be implemented in order to maintain a balanced capital





struktur permodalan sekaligus menciptakan nilai tambah bagi pemegang saham dan para pemangku kepentingan.

Berdasarkan Akta Notaris Yualita Widyadhari, SH., M.Kn Nomor 15 tanggal 28 November 2022, telah disetujui pencatatan Penyertaan Modal Daerah (PMD) sebesar Rp138.874.000.000 yang seluruhnya disetorkan oleh Pemerintah Provinsi DKI Jakarta. Penambahan modal tersebut ditujukan untuk memperkuat struktur permodalan JXB, meningkatkan kapasitas usaha, serta mendukung peran strategis perusahaan dalam mendorong pengembangan sektor pariwisata.

## Struktur Modal Perusahaan

Struktur permodalan JXB pada akhir tahun 2025 terdiri dari dua komponen utama, yaitu modal sendiri (ekuitas) dan utang (liabilitas), dengan porsi terbesar masih didominasi oleh ekuitas. Sumber modal sendiri berasal dari penyertaan modal saham serta akumulasi laba ditahan. Komposisi struktur permodalan pada tahun 2025 tercatat sebesar 76,77% berasal dari ekuitas dan 23,23% dari liabilitas.

| Uraian<br>Description                                  | 2022    |                                 | 2023    |                                  | 2024    |                                  | 2025      |                                  |
|--------------------------------------------------------|---------|---------------------------------|---------|----------------------------------|---------|----------------------------------|-----------|----------------------------------|
|                                                        | Nominal | Komposisi (%)<br>Composition(%) | Nominal | Komposisi (%)<br>Composition (%) | Nominal | Komposisi (%)<br>Composition (%) | Nominal   | Komposisi (%)<br>Composition (%) |
| Liabilitas<br>Liabilities                              | 148.700 | 18,40                           | 185.651 | 24,04                            | 215.264 | 24,57                            | 236.264   | 23,23                            |
| Ekuitas<br>Equity                                      | 659.485 | 81,60                           | 586.613 | 75,96                            | 660.937 | 75,43                            | 780.734   | 76,77                            |
| Liabilitas dan<br>Ekuitas<br>Liabilities<br>and Equity | 808.185 | 100,00                          | 772.263 | 100,00                           | 876.201 | 100,00                           | 1.016.998 | 100,00                           |

## Kebijakan Manajemen Atas Struktur Permodalan

Perusahaan menitikberatkan pengelolaan struktur permodalan untuk memastikan kecukupan dana dalam menghadapi berbagai risiko operasional, sekaligus tetap mengoptimalkan nilai bagi pemegang saham. Dalam hal ini, JXB mengutamakan penggunaan sumber pendanaan yang berasal dari ekuitas guna menjaga stabilitas keuangan dan keberlangsungan usaha. Sepanjang tahun 2024, tidak terdapat perubahan pada tujuan, kebijakan, maupun mekanisme yang diterapkan perusahaan dalam pengelolaan permodalan.

Selain itu, Perusahaan juga mengelola likuiditas dan arus kas secara disiplin dan efisien untuk mendukung kelancaran kegiatan operasional. Upaya tersebut dilakukan agar perusahaan dapat terus memberikan imbal hasil yang optimal kepada pemegang saham, memberikan manfaat bagi pemangku kepentingan, serta menjaga struktur permodalan tetap sehat guna menekan biaya modal. Untuk mendukung hal tersebut, Perusahaan secara konsisten membentuk cadangan yang bersumber dari laba ditahan.

structure while creating added value for shareholders and stakeholders.

Based on Notarial Deed Yualita Widyadhari, SH., M.Kn Number 15 dated November 28, 2022, the recording of Regional Capital Participation (PMD) amounting to Rp138,874,000,000, which was fully paid by the Provincial Government of DKI Jakarta, has been approved. The capital increase is intended to strengthen JXB's capital structure, increase its business capacity, and support the company's strategic role in promoting the development of the tourism sector.

## Company Capital Structure

JXB's capital structure at the end of 2025 consists of two main components, namely equity and debt (liabilities), with equity still dominating the largest portion. Equity capital comes from share capital contributions and accumulated retained earnings. The capital structure composition in 2025 is recorded at 76.77% from equity and 23.23% from liabilities.

## Management Policy on Capital Structure

The company focuses on capital structure management to ensure sufficient funds to deal with various operational risks, while continuing to optimize value for shareholders. In this case, JXB prioritizes the use of equity financing sources to maintain financial stability and business continuity. Throughout 2024, there will be no changes to the company's objectives, policies, or mechanisms in capital management.

In addition, the Company also manages liquidity and cash flow in a disciplined and efficient manner to support the smooth running of its operations. These efforts are made so that the company can continue to provide optimal returns to shareholders, benefit stakeholders, and maintain a healthy capital structure in order to reduce capital costs. To support this, the Company consistently builds reserves from retained earnings.

## Dasar Pemilihan Kebijakan Manajemen

Perusahaan mengelola struktur permodalan secara profesional, hati-hati, dan terukur dengan tetap mempertimbangkan kondisi ekonomi makro, baik global maupun nasional, agar rasio permodalan tetap kuat dalam mendukung keberlangsungan kegiatan usaha. Hal ini tercermin dari tren peningkatan total ekuitas perusahaan dalam tiga tahun terakhir. Adapun kebijakan manajemen dalam pengelolaan struktur permodalan didasarkan pada prinsip-prinsip sebagai berikut:

1. **Modal disetor** merupakan dana yang telah efektif diterima perusahaan dari pemegang saham sesuai nilai nominal saham. Modal disetor mencakup seluruh nilai nominal saham, di mana sekurang-kurangnya 25% dari modal dasar wajib ditempatkan dan disetor penuh.
2. **Jumlah modal disetor** tidak diperkenankan berkurang dan perlu terus diperkuat. Penambahan modal disetor dapat dilakukan melalui konversi atau kapitalisasi cadangan umum sesuai keputusan RUPS.
3. **Pembentukan cadangan** dilakukan dengan menyisihkan sebagian laba bersih setiap tahun buku, paling sedikit 20% dari jumlah modal ditempatkan dan disetor penuh. Cadangan umum digunakan untuk menutup potensi kerugian serta mendukung ekspansi usaha dan modal kerja, sedangkan cadangan tujuan diperuntukkan bagi tambahan belanja modal dan kebutuhan lain sesuai keputusan RUPS.
4. **Kebijakan pembagian laba** ditetapkan melalui RUPS setiap tahun, yang dialokasikan antara lain untuk dividen, cadangan umum, cadangan tujuan, dan tantiem. Saldo laba merupakan laba tahun berjalan yang belum didistribusikan berdasarkan persetujuan RUPS dan/atau berasal dari penyesuaian akuntansi yang memengaruhi laba tahun sebelumnya.
5. **Penyesuaian struktur permodalan** dapat dilakukan dengan mengatur besaran dividen yang dibagikan kepada pemegang saham, serta menerapkan langkah efisiensi untuk meningkatkan laba dan menekan liabilitas perusahaan.

## Basis for Choosing Management Policies

The company manages its capital structure professionally, carefully, and measuredly, while taking into account macroeconomic conditions, both global and national, so that the capital ratio remains strong in supporting business continuity. This is reflected in the upward trend in the company's total equity over the past three years. Management's policy in managing the capital structure is based on the following principles:

1. **Paid-up capital** is funds that have been effectively received by the company from shareholders in accordance with the nominal value of the shares. Paid-up capital includes the entire nominal value of the shares, of which at least 25% of the authorized capital must be issued and fully paid up.
2. **The amount of paid-up capital** is not allowed to decrease and needs to be continuously strengthened. Additional paid-in capital can be made through conversion or capitalization of general reserves in accordance with the decision of the GMS.
3. **Reserves are established** by setting aside a portion of net income each fiscal year, at least 20% of the amount of issued and fully paid-in capital. General reserves are used to cover potential losses and support business expansion and working capital, while special reserves are earmarked for additional capital expenditures and other needs in accordance with the decision of the GMS.
4. **The profit distribution policy** is determined by the GMS each year, which is allocated for dividends, general reserves, special reserves, and bonuses, among other things. Retained earnings are current year profits that have not been distributed based on the approval of the GMS and/or originate from accounting adjustments that affect the previous year's profits.
5. **Adjustments to the capital** structure can be made by regulating the amount of dividends distributed to shareholders and implementing efficiency measures to increase profits and reduce company liabilities.

## Ikatan Material Untuk Investasi Barang Modal

### Material Agreements for Capital Investment

Perusahaan telah menjalin berbagai kerja sama dengan pihak ketiga sebagai bagian dari pelaksanaan investasi barang modal sepanjang tahun 2025. Kerja sama tersebut meliputi perjanjian pengadaan barang dan jasa, kontrak pembangunan maupun renovasi fasilitas, serta bentuk kolaborasi lain yang

The company has established various partnerships with third parties as part of its capital investment program throughout 2025. These partnerships include agreements for the procurement of goods and services, contracts for the construction and renovation of facilities, and other forms



ditujukan untuk menunjang kebutuhan operasional dan pengembangan aset.

Realisasi investasi barang modal ini dilakukan guna memastikan ketersediaan sarana dan prasarana usaha yang memadai, sekaligus mendukung keberlanjutan operasional dan peningkatan efisiensi Perusahaan dalam jangka panjang.

of collaboration aimed at supporting operational needs and asset development.

The realization of this capital investment is carried out to ensure the availability of adequate business facilities and infrastructure, while supporting the Company's operational sustainability and efficiency improvement in the long term.

## Realisasi Investasi Barang Modal

### Realization of Capital Goods Investment

Perusahaan merealisasikan investasi barang modal dalam bentuk penambahan aset tetap yang ditujukan untuk menunjang kegiatan operasional sepanjang tahun 2025. Rincian peningkatan aset tetap berdasarkan nilai perolehannya disajikan sebagai berikut:

The company realized capital investment in the form of additional fixed assets intended to support operational activities throughout 2025. Details of the increase in fixed assets based on their acquisition value are presented as follows:

| Dalam Jutaan Rupiah   in Million Rupiah                        |        |        |
|----------------------------------------------------------------|--------|--------|
| Uraian Investasi<br>Investment Description                     | 2025   | 2024   |
| Pekerjaan dalam Pelaksanaan<br>Work in Progress                | 72.219 | 53.549 |
| Kendaraan<br>Vehicle                                           | 36     | -      |
| Jumlah Penambahan Aset Tetap<br>Total Addition of Fixed Assets | 72.255 | 53.549 |

### Sumber Dana Investasi Barang Modal

Pendanaan untuk pelaksanaan investasi barang modal terutama bersumber dari alokasi anggaran belanja modal yang telah disetujui dalam Rapat Umum Pemegang Saham (RUPS) melalui RKAP setiap tahunnya. Selain itu, sumber dana tersebut juga berasal dari Penyertaan Modal Daerah (PMD) Pemerintah Provinsi DKI Jakarta yang diberikan pada tahun 2020 dan 2021.

### Sources of Funding for Fixed Asset Investment

Funding for capital investment comes primarily from capital expenditure allocations approved at the Annual General Meeting of Shareholders (AGM) through the Annual Work Plan and Budget (RKAP) each year. In addition, funds also come from Regional Capital Participation (PMD) from the DKI Jakarta Provincial Government, which was provided in 2020 and 2021.

### Penggunaan Mata Uang dan Perlindungan Risiko

Aktivitas investasi pada barang modal yang bertujuan menunjang pencapaian strategi bisnis perusahaan pada dasarnya melibatkan tahapan operasional yang cukup kompleks. Pelaksanaannya juga harus mematuhi berbagai ketentuan regulasi yang ketat serta dipengaruhi oleh sejumlah faktor penting, antara lain dinamika nilai tukar mata uang asing, pergerakan tingkat suku bunga, serta kemajuan teknologi informasi yang berkembang sangat cepat.

### Currency Usage and Risk Protection

Investment activities in capital goods aimed at supporting the achievement of a company's business strategy essentially involve quite complex operational stages. Their implementation must also comply with various strict regulatory provisions and is influenced by a number of important factors, including the dynamics of foreign exchange rates, movements in interest rates, and the rapid advancement of information technology.

## Program Kepemilikan Saham Oleh Karyawan dan Manajemen (Esop/Msop)

### Employee and Management Stock Ownership Program (ESOP/MSOP)

Perusahaan belum menerapkan Program Kepemilikan Saham bagi Karyawan (ESOP) maupun Manajemen (MSOP) sampai dengan akhir tahun 2025. Oleh karena itu, tidak tersedia informasi terkait jumlah saham ESOP/MSOP, realisasi program, periode pelaksanaan, persyaratan bagi karyawan atau manajemen yang berhak, maupun harga pelaksanaan (*exercise price*).

The company has not implemented an Employee Stock Ownership Plan (ESOP) or Management Stock Ownership Plan (MSOP) until the end of 2025. Therefore, there is no information available regarding the number of ESOP/MSOP shares, program realization, implementation period, requirements for eligible employees or management, or exercise price.

## Realisasi Penggunaan Dana Hasil Penawaran Umum

### Realization of Fund Utilization from Public Offering

JXB tidak melakukan pemanfaatan dana dari hasil penawaran umum, baik melalui penerbitan saham, sukuk, obligasi, maupun jenis efek lainnya pada tahun 2025.

JXB will not utilize funds from public offerings, whether through the issuance of shares, sukuk, bonds, or other types of securities in 2025.

## Perbandingan Antara Target dan Realisasi Tahun 2025

### Comparison of Target and Realization in 2025

#### Target dan Realisasi Pendapatan dan Laba Tahun 2025

Target and Realization of Revenue and Profit in 2025

| Uraian<br>Description                      | Target 2025<br>2025 Target | Realisasi 2025<br>Realization 2025 | Pencapaian<br>Achievements |
|--------------------------------------------|----------------------------|------------------------------------|----------------------------|
| Pendapatan<br>Revenue                      | Rp211.590.422.157          | Rp179.087.570.646                  | 84,64%                     |
| Laba Tahun Berjalan<br>Profit for the Year | Rp2.801.025.954            | Rp120.511.935.889                  | 4302,42%                   |

#### Target dan Realisasi Struktur Modal Tahun 2025

Dalam rangka memantau kondisi struktur permodalan, Perusahaan menggunakan indikator rasio total liabilitas terhadap ekuitas. Pada tahun 2025, rasio tersebut tercatat sebesar 30,26%.

#### Target and Realization of Capital Structure for 2025

In order to monitor the condition of its capital structure, the Company uses the total liabilities to equity ratio indicator. In 2025, this ratio was recorded at 30.26%.



# Proyeksi Tahun Mendatang

## Future Projections

### Target Pendapatan dan Laba Tahun 2026

Target Revenue and Profit in 2026

| Uraian<br>Description                      | Target 2026<br>2026 Target |
|--------------------------------------------|----------------------------|
| Pendapatan<br>Revenue                      | 236.186                    |
| Laba Tahun Berjalan<br>Profit for the Year | 28.764                     |

### Target Struktur Modal Tahun 2026

Perusahaan menargetkan agar keseimbangan struktur permodalan tetap terpelihara, khususnya dengan menjaga rasio total liabilitas terhadap total ekuitas pada tingkat yang sehat di masa mendatang.

### Target Capital Structure for 2026

The company aims to maintain a balanced capital structure, particularly by keeping the total liabilities to total equity ratio at a healthy level in the future.

# Informasi dan Fakta Material yang Terjadi Setelah Tanggal Laporan Akuntan

## Information and Material Facts Occuring After the Accounting Report Date

Hingga laporan ini diterbitkan, tidak terdapat peristiwa maupun informasi material yang muncul setelah tanggal laporan auditor yang berpotensi memberikan dampak signifikan terhadap kondisi keuangan, kinerja operasional, maupun keberlangsungan usaha PT Jakarta Tourisindo (Perseroda).

As of the date of this report, there have been no events or material information arising after the date of the auditor's report that could potentially have a significant impact on the financial position, operating performance, or business continuity of PT Jakarta Tourisindo (Perseroda).

# Kebijakan dan Pembagian Dividen

## Dividend Policy and Distribution

### Kebijakan Dividen

Mengacu pada ketentuan Peraturan Menteri Keuangan No. 05/PMK.02/2013 mengenai Tata Cara Penyetoran Penerimaan Negara Bukan Pajak, JXB menerapkan kebijakan pembagian dividen secara rutin setiap tahun. Penetapan kebijakan tersebut dilakukan melalui Rapat Umum Pemegang Saham (RUPS) dengan mempertimbangkan kepentingan para pemegang saham serta kondisi dan perkembangan kinerja usaha perusahaan. Besaran dividen yang dibagikan ditetapkan oleh RUPS dalam bentuk persentase tertentu dari laba bersih setelah pajak.

### Dividen Policy

Referring to the provisions of Minister of Finance Regulation No. 05/PMK.02/2013 concerning Procedures for Depositing Non-Tax State Revenue, JXB implements a policy of distributing dividends regularly every year. The policy is determined through a General Meeting of Shareholders (GMS) by considering the interests of shareholders and the condition and performance of the company's business. The amount of dividends distributed is determined by the GMS in the form of a certain percentage of net profit after tax.



## Pembagian Dividen

Berdasarkan hasil keputusan RUPS Tahunan yang dilaksanakan pada 8 Mei 2025, para pemegang saham menetapkan bahwa pada tahun tersebut perusahaan tidak melakukan pembagian dividen. Riwayat kebijakan pembagian serta realisasi pembayaran dividen tunai dalam tiga tahun terakhir dapat disajikan sebagai berikut:

| Uraian<br>Description                                                          | 2022<br>(Rp)     | 2023<br>(Rp)      | 2024<br>(Rp)      | 2025<br>(Rp)     |
|--------------------------------------------------------------------------------|------------------|-------------------|-------------------|------------------|
| Akumulasi Kerugian Awal Tahun<br>Accumulated Loss at the Beginning of the Year | (57.042.181.937) | (43.006.155.656)  | (148.301.123.762) | (71.805.900.245) |
| Laba Bersih Perusahaan<br>Net Profit of the Company                            | 14.036.026.281   | (105.294.968.088) | 74.234.385.645    | 120.511.935.889  |
| Akumulasi Kerugian Akhir Tahun<br>Accumulated Loss at the End of the Year      | (43.006.155.656) | (148.301.123.762) | (70.460.065.111)  | 48.706.035.644   |
| Jumlah Saham (lembar)<br>Number of Shares (in units)                           | 699.674          | 699.674           | 713.545           | 713.545          |

## Dividen Distribution

Based on the results of the Annual General Meeting of Shareholders held on May 8, 2025, the shareholders decided that the company would not distribute dividends for that year. The history of the distribution policy and the realization of cash dividend payments in the last three years can be presented as follows:

## Realisasi Dana Hasil Penawaran Umum

### Realization of Funds from Public Offerings

Hingga akhir tahun 2025, JXB tidak melakukan penawaran umum, baik melalui penerbitan saham, sukuk, obligasi, maupun jenis efek lainnya kepada publik. Sehingga tidak terdapat laporan atas realisasi dana hasil penawaran umum yang perlu disajikan dalam laporan ini.

Until the end of 2025, JXB will not conduct any public offerings, whether through the issuance of shares, sukuk, bonds, or other types of securities to the public. Therefore, there are no reports on the realization of funds from public offerings that need to be presented in this report.

## Informasi Material Mengenai Investasi, Ekspansi, Divestasi, Penggabungan/ Peleburan Usaha, Akuisisi, dan Restrukturisasi Utang/ Modal

### Information Materials Regarding Investments, Expansions, Divestitures, Business Combinations/Mergers, Acquisitions, and Debt/Capital Restructuring

Perusahaan tidak memiliki informasi material mengenai investasi, ekspansi, divestasi, merger atau konsolidasi usaha, akuisisi, maupun penataan kembali utang dan permodalan sepanjang tahun 2025.

The company has no material information regarding investments, expansions, divestitures, mergers or business consolidations, acquisitions, or debt and capital restructuring throughout 2025.

# Informasi Transaksi Material Mengandung Benturan Kepentingan dan/atau Transaksi Dengan Pihak Afiliasi/ Berelasi

Information on Material Transactions Involving Conflicts of Interest and/or Transactions with Affiliated/Related Parties

## Kewajaran Transaksi

Dalam rangka mengawasi kondisi struktur permodalan, Perusahaan menggunakan indikator rasio total liabilitas terhadap ekuitas. Pada tahun 2025, rasio tersebut tercatat sebesar 30,26%.

## Reasonableness of Transactions

In order to monitor the condition of its capital structure, the Company uses a total liabilities to equity ratio indicator. In 2025, this ratio was recorded at 30.26%.

## Sifat Hubungan Transaksi Pihak Berelasi

Type of Relationship of the Relationship in Related Party Transactions

| Pihak Berelasi<br>Related Party         | Jenis Hubungan<br>Type of Relationship                     | Deskripsi Transaksi<br>Transaction Description              |
|-----------------------------------------|------------------------------------------------------------|-------------------------------------------------------------|
| PT Bank DKI                             | Kepemilikan Sama<br>Common Ownership                       | Rekening Giro dan Deposito<br>Current Accounts and Deposits |
| Badan Pajak dan Retribusi Daerah (BPRD) | Institusi/Kepemilikan Sama<br>Institution/Common Ownership | Kewajiban PBB<br>Property Tax Liabilities (PBB)             |

## Nilai Transaksi Pihak Berelasi

Perusahaan tidak memiliki transaksi material dengan pihak berelasi yang berkaitan dengan piutang usaha, piutang lainnya, utang usaha, utang lainnya, pendapatan, maupun kegiatan pembelian Selama tahun 2025. Oleh karena itu, tidak terdapat nilai transaksi dengan pihak berelasi yang perlu diungkapkan pada periode tersebut.

## Related Party Transactions Value

The company did not have any material transactions with related parties related to accounts receivable, other receivables, accounts payable, other payables, income, or purchasing activities during 2025. Therefore, there were no transactions with related parties that needed to be disclosed for that period.

## Kewajaran dan Mekanisme Review Pelaksanaan Transaksi Bisnis

Dalam menjalankan transaksi bisnis, JXB menjalin hubungan dengan pihak berelasi secara wajar dan didasarkan pada analisis risiko yang komprehensif. Pelaksanaannya dilakukan dengan menjaga prinsip kehati-hatian sehingga tidak menimbulkan benturan kepentingan. Adapun prinsip yang menjadi landasan adalah sebagai berikut:

### 1. Legalitas

yaitu setiap transaksi dengan pihak berelasi memiliki dasar hukum yang jelas dan sah, sehingga memberikan kepastian serta mencegah potensi wanprestasi dari masing-masing pihak.

### 2. Akuntabilitas

yaitu seluruh proses maupun hasil transaksi dengan pihak berelasi dapat dipertanggungjawabkan sesuai ketentuan peraturan perundang-undangan dan prosedur yang berlaku.

## Reasonableness and Mechanism for Reviewing Business Transaction Implementation

In conducting business transactions, JXB establishes relationships with related parties in a reasonable manner based on comprehensive risk analysis. This is carried out by maintaining the principle of prudence so as not to cause conflicts of interest. The underlying principles are as follows:

### 1. Legality,

meaning that every transaction with related parties has a clear and valid legal basis, thereby providing certainty and preventing potential default by each party.

### 2. Accountability,

meaning that all processes and results of transactions with related parties are accountable in accordance with the provisions of laws and regulations and applicable procedures.



### 3. Kepatuhan

yaitu pelaksanaan transaksi dengan pihak berelasi dilakukan secara konsisten dan mengikuti mekanisme kerja sama yang telah disepakati.

### 4. Keterbukaan

yaitu transaksi dengan pihak berelasi dijalankan secara transparan dan jelas, dengan tetap memperhatikan batasan tertentu, guna mencegah kesalahpahaman dalam pengelolaan informasi dan keuangan.

### 5. Objektivitas

yaitu setiap transaksi dilakukan secara jujur, akurat, lengkap, dan tidak diskriminatif, serta didasarkan pada fakta dan bukti yang dapat diverifikasi.

### 6. Pengungkapan

yaitu seluruh transaksi dengan pihak berelasi, baik yang dilakukan dengan maupun tanpa persyaratan yang setara dengan pihak ketiga, disajikan secara memadai dalam laporan keuangan.

### 3. Compliance,

meaning that transactions with related parties are carried out consistently and in accordance with the agreed cooperation mechanism.

### 4. Openness,

meaning that transactions with related parties are carried out transparently and clearly, while still observing certain restrictions, in order to prevent misunderstandings in information and financial management.

### 5. Objectivity

is the execution of every transaction in an honest, accurate, complete, and non-discriminatory manner, based on verifiable facts and evidence.

### 6. Disclosure

is the adequate presentation of all transactions with related parties, whether conducted with or without terms equivalent to those with third parties, in the financial statements.

## Alasan Atas Transaksi dengan Pihak Berelasi

Dalam menjalankan transaksi usaha dengan pihak berelasi, JXB selalu berpedoman pada prinsip kehati-hatian serta mempertimbangkan berbagai alasan strategis sebagai berikut:

1. Setiap transaksi dilakukan karena memiliki kebutuhan yang jelas serta memberikan nilai tambah bagi perusahaan maupun pihak berelasi, khususnya dalam mendukung peningkatan kapasitas dan kapabilitas usaha agar kinerja yang optimal dapat tercapai.
2. Transaksi dengan pihak berelasi diarahkan untuk memperkuat sinergi sebagai bagian dari kontribusi bersama dalam mendorong pertumbuhan ekonomi daerah maupun nasional.
3. Kerja sama yang dilakukan diupayakan memberikan manfaat yang proporsional bagi kedua belah pihak, sehingga target dan tujuan yang telah ditetapkan dapat direalisasikan secara efektif.
4. Tingkat suku bunga yang diperoleh dari penempatan dana pada bank pihak berelasi, termasuk deposito berjangka, tetap kompetitif dan setara dengan tingkat bunga yang ditawarkan oleh bank pihak ketiga.

## Mekanisme Review Atas Transaksi Bisnis

JXB secara berkelanjutan melakukan penilaian dan pengawasan terhadap seluruh transaksi usaha, baik dengan pihak berelasi maupun pihak ketiga. Apabila dalam proses evaluasi ditemukan adanya indikasi penyimpangan atau potensi kecurangan yang dapat menimbulkan kerugian bagi perusahaan, JXB berkomitmen untuk menunda pelaksanaan perjanjian terkait, bahkan dapat menghentikan serta tidak melanjutkan kerja sama bisnis tersebut.

## Reasons for Transactions with Related Parties

In conducting business transactions with related parties, JXB always adheres to the principle of prudence and considers various strategic reasons as follows:

1. Every transaction is carried out because it has a clear need and provides added value to the company and related parties, particularly in supporting the improvement of business capacity and capabilities so that optimal performance can be achieved.
2. Transactions with related parties are aimed at strengthening synergies as part of a joint contribution to driving regional and national economic growth.
3. The cooperation is carried out in such a way as to provide proportional benefits to both parties, so that the targets and objectives that have been set can be realized effectively.
4. The interest rates obtained from placing funds in related party banks, including time deposits, remain competitive and equivalent to the interest rates offered by third-party banks.

## Mechanism for Review of Business Transactions

JXB continuously assesses and monitors all business transactions, both with related parties and third parties. If during the evaluation process there are indications of irregularities or potential fraud that could cause losses to the company, JXB is committed to postponing the implementation of the relevant agreement, and may even terminate and discontinue the business cooperation.



Dalam pelaksanaan transaksi dengan pihak berelasi, JXB senantiasa melakukan kajian dan analisis yang komprehensif serta berkesinambungan dengan melibatkan unit dan pihak internal yang memiliki kompetensi. Untuk transaksi yang bersifat multiyears, perusahaan juga dapat melibatkan pihak independen atau konsultan guna memperoleh penilaian dan analisis yang lebih mendalam dan objektif.

In conducting transactions with related parties, JXB always conducts comprehensive and continuous reviews and analyses involving competent internal units and parties. For multi-year transactions, the company may also involve independent parties or consultants to obtain more in-depth and objective assessments and analyses.

## Aspek Perpajakan Perusahaan

### Taxation Aspects of the Company

#### Publikasi Pembayaran Pajak

Dalam menjalankan kegiatan usahanya, JXB secara konsisten menerapkan prinsip-prinsip Good Corporate Governance (GCG) dengan menitikberatkan pada aspek transparansi dan akuntabilitas, termasuk dalam pengelolaan hak serta kewajiban perpajakan. Perusahaan juga memiliki komitmen kuat untuk selalu mematuhi ketentuan peraturan perundang-undangan yang berlaku di Indonesia, khususnya di bidang perpajakan.

Sebagai wujud kontribusi terhadap pembangunan daerah dan nasional, JXB secara tertib memenuhi kewajiban perpajakannya melalui pembayaran pajak kepada Pemerintah. Adapun realisasi pembayaran pajak yang telah dilakukan oleh JXB dalam lima tahun terakhir adalah sebagai berikut:

##### Kontribusi terhadap Pemerintah Daerah

Contribution to Regional Government

| Tahun<br>Year | Pajak Daerah (Rp)<br>Regional Tax (Rp) |
|---------------|----------------------------------------|
| 2024          | 7.540.420.591                          |
| 2025          | 10.713.210.647                         |

##### Kontribusi terhadap Pemerintah Pusat

Contribution to Central Government

| Tahun<br>Year | Pajak Daerah (Rp)<br>Regional Tax (Rp) |
|---------------|----------------------------------------|
| 2024          | 8.442.161.692                          |
| 2025          | 8.576.933.923                          |

#### Utang Pajak Perusahaan Tahun 2025

Perusahaan tidak mencatat adanya kewajiban perpajakan yang belum diselesaikan, baik kepada Pemerintah Daerah maupun Pemerintah Pusat sepanjang tahun 2025, sehingga seluruh kewajiban pajak telah dipenuhi dengan baik.

#### Tax Payment Publication

In conducting its business activities, JXB consistently applies the principles of Good Corporate Governance (GCG) with an emphasis on transparency and accountability, including in the management of tax rights and obligations. The company also has a strong commitment to always comply with the provisions of laws and regulations applicable in Indonesia, particularly in the field of taxation.

As a form of contribution to regional and national development, JXB diligently fulfills its tax obligations by paying taxes to the government. The following is a breakdown of the taxes paid by JXB over the past five years:

#### Corporate Tax Liabilities for 2025

The company has no outstanding tax liabilities to either local or central government for the year 2025, meaning that all tax obligations have been fulfilled in full.

## Perubahan Peraturan Perundang-Undangan

### Changes in Laws and Regulations

Hingga tanggal 31 Desember 2025, tidak terdapat perubahan regulasi atau ketentuan peraturan perundang-undangan yang berdampak material terhadap aktivitas dan operasional bisnis Perusahaan.

As of December 31, 2025, there have been no changes in regulations or statutory provisions that have a material impact on the Company's business activities and operations.

## Perubahan Kebijakan Akuntansi yang Diterapkan

### Changes in Accounting Policies Applied

Perusahaan tidak melakukan perubahan atas kebijakan akuntansi yang diterapkan, termasuk tidak terdapat penyesuaian maupun dampak yang memengaruhi laporan keuangan Perusahaan sepanjang tahun 2025.

The Company did not make any changes to its accounting policies, including no adjustments or impacts that affected the Company's financial statements throughout 2025.

## Informasi Kelangsungan Usaha

### Business Continuity Information

Sebagai Badan Usaha Milik Daerah (BUMD) Provinsi DKI Jakarta yang bergerak di bidang perhotelan, JXB saat ini mengoperasikan 7 (tujuh) unit hotel, di mana 6 (enam) unit berlokasi di wilayah Jakarta dan 1 (satu) unit berada di kawasan Puncak, Bogor. Guna menjaga keberlanjutan sekaligus mendorong pertumbuhan usaha, JXB merencanakan pengembangan bisnis di sektor pariwisata dengan tetap mengoptimalkan kinerja operasional hotel yang telah dimiliki.

Dalam mendukung rencana pengembangan tersebut, Perusahaan telah memperoleh persetujuan dari DPRD Provinsi DKI Jakarta yang tercantum dalam APBD Tahun 2021 berupa Penyertaan Modal Daerah (PMD) dari Pemerintah Provinsi DKI Jakarta sebesar Rp138.874 juta. Persetujuan ini kemudian dituangkan dalam Akta Notaris Yualita Widyadhari, SH., M.Kn. Nomor 15 tanggal 28 November 2022, yang menetapkan pencatatan PMD sebesar Rp138.874.000.000 sebagai modal disetor Perseroan.

Sehubungan dengan penambahan modal tersebut, diterbitkan sebanyak 138.874 lembar saham bernomor seri 560.801 hingga 699.674 dengan nilai nominal masing-masing Rp1.000.000, yang seluruhnya diambil oleh Pemerintah Provinsi DKI Jakarta.

As a Regional Owned Enterprise (BUMD) of DKI Jakarta Province engaged in the hospitality industry, JXB currently operates seven hotels, six of which are located in Jakarta and one in Puncak, Bogor. In order to maintain sustainability while encouraging business growth, JXB plans to develop its business in the tourism sector while continuing to optimize the operational performance of its existing hotels.

In support of this development plan, the Company has obtained approval from the DKI Jakarta Provincial DPRD as stated in the 2021 Regional Budget in the form of Regional Capital Participation (PMD) from the DKI Jakarta Provincial Government amounting to IDR 138,874 million. This approval was then formalized in Notarial Deed Yualita Widyadhari, SH., M.Kn. Number 15 dated November 28, 2022, which stipulates the recording of PMD amounting to IDR 138,874,000,000 as the Company's paid-up capital.

In connection with the capital increase, 138,874 shares numbered 560,801 to 699,674 with a nominal value of Rp1,000,000 each were issued, all of which were taken up by the Provincial Government of DKI Jakarta.





Dana Penyertaan Modal Daerah tersebut selanjutnya direncanakan untuk digunakan oleh Perusahaan dalam:

### Usaha Pariwisata

Pada tahun 2025, usaha Pariwisata diantaranya:

1. Vending Machine sebanyak **10 unit**
2. Jaxarta Street Experience sebanyak **17 unit**

### Revitalisasi Aset Hotel

Pada tahun 2025, Revitalisasi aset hotel antara lain:

1. The Tavia Heritage Hotel
2. The Tavia Riverside
3. The Tavia Rumabatavi
4. d’Arcici Sport Center

### Diversifikasi Usaha

Pasca transformasi, Perusahaan berperan sebagai katalisator, integrator, sekaligus kolaborator yang berfokus pada tiga sektor utama, yaitu perhotelan dan pariwisata, ekonomi kreatif, serta beautifikasi kota. Dalam pelaksanaannya, Perusahaan mengembangkan berbagai lini usaha dengan fokus sebagai berikut:

1. **JXStay**  
Menyediakan akomodasi yang nyaman sebagai tempat beristirahat bagi para pengunjung dan penjelajah kota.
2. **JXStore**  
Berfungsi sebagai pusat informasi sekaligus etalase produk-produk kreatif khas Jakarta.
3. **JXLife**  
Menawarkan berbagai hiburan seni dan pertunjukan yang merepresentasikan dinamika kota.
4. **JXState**  
Menghadirkan pengalaman kuliner Jakarta yang memadukan unsur tradisional dan modern.
5. **JXPlore**  
Menyediakan informasi untuk membantu masyarakat dan wisatawan mengeksplorasi berbagai sudut kota.
6. **JXSpace**  
Menginisiasi pemanfaatan dan aktivasi ruang publik di lingkungan perkotaan.

The Regional Capital Participation Fund is planned to be used by the Company for:

### Tourism Ventures

In 2025, tourism businesses will include:

1. Vending Machines **10 units**
2. Jaxarta Street Experience **17 units**

### Hotel Asset Revitalization

In 2025, hotel asset revitalization will include:

1. The Tavia Heritage Hotel
2. The Tavia Riverside
3. The Tavia Rumabatavi
4. d’Arcici Sport Center

### Business Diversification

Following the transformation, the Company acts as a catalyst, integrator, and collaborator focusing on three main sectors, namely hospitality and tourism, creative economy, and city beautification. In its implementation, the Company develops various lines of business with the following focus:

1. **JXStay**  
Provides comfortable accommodation as a place of rest for visitors and city explorers.
2. **JXStore**  
Serves as an information center and showcase for creative products unique to Jakarta.
3. **JXLife**  
Offers a variety of arts and entertainment performances that represent the dynamics of the city.
4. **JXState**  
Presents a Jakarta culinary experience that combines traditional and modern elements.
5. **JXPlore**  
Provides information to help residents and tourists explore various corners of the city.
6. **JXSpace**  
Initiates the utilization and activation of public spaces in urban environments.

## Penyerapan Anggaran Penyertaan Modal Daerah

### Absorption of the Regional Capital Investment Fund

JXB telah menerima Penyertaan Modal Daerah (PMD) dari Pemerintah Provinsi DKI Jakarta dengan total nilai mencapai Rp251.535 juta. Hingga tahun 2025, realisasi pemanfaatan dana tersebut tercatat sebesar Rp236.517 juta atau setara dengan 94% dari keseluruhan dana yang telah dialokasikan, sebagaimana dirinci pada tabel berikut.

JXB has received Regional Capital Participation (PMD) from the Provincial Government of DKI Jakarta with a total value of Rp251,535 million. Until 2025, the realization of the utilization of these funds was recorded at Rp236,517 million, equivalent to 94% of the total allocated funds, as detailed in the following table.

| Periode<br>Period | Nilai PMD<br>(Rp/Juta)<br>PMD Value<br>(Rp/Million) | Penyerapan<br>(Rp/Juta)<br>Absorption<br>(Rp/Million) | % Penyerapan<br>% Absorption | PMD Belum Terpakai<br>(Rp/Juta)<br>Unused PMD<br>(Rp/Million) | % Saldo PMD<br>% PMD Balance |
|-------------------|-----------------------------------------------------|-------------------------------------------------------|------------------------------|---------------------------------------------------------------|------------------------------|
| 2017              | 6.593                                               | 6.419                                                 | 97,36                        | 174                                                           | 2,64                         |
| 2020              | 92.196                                              | 76.633                                                | 83,12                        | 15.562                                                        | 16,88                        |
| 2021              | 138.874                                             | 26.444                                                | 19,04                        | 112.429                                                       | 80,96                        |
| 2023              | 13.871                                              | 13.871                                                | 100                          | 0                                                             | 0                            |
| Jumlah<br>Total   | 251.535                                             | 236.517                                               | 94                           | 15.018                                                        | 6                            |

#### Penyerapan PMD Tahun 2017

Dana Penyertaan Modal Daerah (PMD) tahun 2017 yang dialokasikan untuk pengembangan Unit Grand Cempaka Business, Catering, dan Grand Cempaka Resort telah terealisasi sebesar Rp6.419 juta atau sekitar 97,36% dari total dana yang tersedia sebesar Rp6.593 juta. Seluruh pekerjaan yang direncanakan telah rampung sepenuhnya, dengan sisa anggaran sebesar Rp174 juta yang direncanakan untuk mendukung kebutuhan operasional Grand Cempaka Business.

#### Capital Absorption in 2017

The 2017 Regional Capital Participation Fund (PMD) allocated for the development of the Grand Cempaka Business, Catering, and Grand Cempaka Resort units has been realized in the amount of Rp6,419 million, or approximately 97.36% of the total available funds of Rp6,593 million. All planned work has been fully completed, with a remaining budget of IDR 174 million planned to support the operational needs of Grand Cempaka Business.

Realisasi penggunaan sisa dana tersebut semula ditargetkan pada tahun 2020, namun mengalami penundaan karena hotel Grand Cempaka Business difungsikan sebagai fasilitas penanganan tenaga kesehatan dan lokasi karantina bagi pelaku perjalanan luar negeri hingga April 2022. Selanjutnya, pada tahun 2022, perencanaan kegiatan PMD 2020 untuk renovasi Grand Cempaka Business mulai dilaksanakan, sehingga sisa anggaran tersebut diusulkan untuk disesuaikan kembali penggunaannya agar tetap sejalan dengan kebutuhan yang ada.

The realization of the use of the remaining funds was originally targeted for 2020, but was delayed because the Grand Cempaka Business hotel was used as a health worker treatment facility and quarantine location for international travelers until April 2022. Subsequently, in 2022, the 2020 PMD activity plan for the renovation of Grand Cempaka Business began to be implemented, so it was proposed that the remaining budget be readjusted to remain in line with existing needs.

#### Penyerapan PMD Tahun 2020

Realisasi penggunaan Dana Penyertaan Modal Daerah (PMD) tahun 2020 hingga tahun 2022 tercatat sebesar Rp4.623 juta atau sekitar 5,02% dari total dana yang tersedia sebesar Rp92.196 juta. Persentase penyerapan tersebut digunakan antara lain untuk pembayaran termin jasa konsultan, pembayaran uang muka pengadaan Elevator (lift), serta pembayaran uang muka pengadaan sistem Chiller.

#### Capital Absorption in 2020

The realization of the use of Regional Capital Participation Funds (PMD) from 2020 to 2022 was recorded at Rp4,623 million, or around 5.02% of the total available funds of Rp92,196 million. This percentage of absorption was used, among other things, for the payment of consultant services, advance payments for the procurement of elevators, and advance payments for the procurement of a chiller system.

Dana PMD 2020 tersebut direncanakan untuk mendukung berbagai kegiatan, meliputi renovasi dan perbaikan hotel, pengadaan perlengkapan operasional perhotelan,

The 2020 PMD funds were planned to support various activities, including hotel renovations and repairs, procurement of hotel operational equipment, construction



pembangunan fasilitas baru berupa masjid, pengembangan sistem pemasaran terintegrasi untuk sektor hotel dan pariwisata, pengadaan kendaraan operasional, serta pembiayaan jasa konsultan dan kebutuhan legalitas.

## Penyerapan PMD Tahun 2021

Realisasi penggunaan Dana Penyerahan Modal Daerah (PMD) tahun 2021 hingga tahun 2022 tercatat sebesar Rp3.774 juta atau sekitar 2,72% dari total alokasi dana sebesar Rp138.874 juta. Nilai penyerapan tersebut digunakan antara lain untuk pembayaran termin akhir pekerjaan kontraktor Bike Lounge, penyelesaian kontrak Street Kiosk (JXStore), serta pembayaran termin jasa konsultan perencanaan renovasi Grand Cempaka Resort dan Arcici Plumpang.

Adapun PMD tahun 2021 dialokasikan untuk mendukung berbagai program pengembangan usaha, meliputi pembangunan JXStore, Street Kiosk, dan Mobile Kiosk, pengembangan aplikasi digital, pengadaan Vending Machine, pembangunan Bike Lounge, pengembangan infrastruktur Jakarta Street Experience, serta renovasi sejumlah aset seperti Grand Cempaka Resort, Arcici Sport, dan Arcici Plumpang.

of new facilities in the form of mosques, development of an integrated marketing system for the hotel and tourism sector, procurement of operational vehicles, and financing of consulting services and legal requirements.

## Capital Absorption in 2021

The realization of the use of Regional Capital Participation Funds (PMD) from 2021 to 2022 was recorded at Rp3,774 million, or around 2.72% of the total fund allocation of Rp138,874 million. This absorption value was used, among other things, for the final payment for the Bike Lounge contractor, the completion of the Street Kiosk (JXStore) contract, and the payment for the renovation planning consultant services for Grand Cempaka Resort and Arcici Plumpang.

The 2021 PMD was allocated to support various business development programs, including the construction of JXStore, Street Kiosk, and Mobile Kiosk, the development of digital applications, the procurement of vending machines, the construction of Bike Lounge, the development of Jakarta Street Experience infrastructure, and the renovation of a number of assets such as Grand Cempaka Resort, Arcici Sport, and Arcici Plumpang.

## Evaluasi Keberadaan Posisi Perusahaan

### Evaluation of the Company's Position

Perusahaan memahami bahwa menghadirkan produk yang mampu menjawab kebutuhan sekaligus memberikan nilai tambah bagi masyarakat merupakan proses yang tidak sederhana. Oleh sebab itu, JXB secara berkala melakukan evaluasi dan analisis atas kinerja yang telah dicapai untuk memastikan solusi yang diberikan tetap relevan dan optimal bagi pelanggan. Salah satu metode yang digunakan adalah analisis SWOT sebagai alat untuk menentukan posisi strategis perusahaan di pasar.

Dalam pelaksanaannya, JXB melakukan kajian terhadap lingkungan internal guna mengidentifikasi berbagai kekuatan dan kelemahan yang dimiliki, baik dari aspek organisasi maupun portofolio produk. Sementara itu, analisis lingkungan eksternal dilakukan untuk memetakan peluang serta potensi risiko yang dapat memengaruhi kinerja perusahaan, sehingga strategi yang dirumuskan mampu memaksimalkan peluang sekaligus memitigasi ancaman yang mungkin timbul.

The company understands that delivering products that meet the needs and provide added value to the community is not a simple process. Therefore, JXB regularly evaluates and analyzes its performance to ensure that the solutions provided remain relevant and optimal for customers. One of the methods used is SWOT analysis as a tool to determine the company's strategic position in the market.

In practice, JXB conducts a review of the internal environment to identify various strengths and weaknesses, both in terms of organization and product portfolio. Meanwhile, external environment analysis is carried out to map opportunities and potential risks that may affect the company's performance, so that the strategies formulated are able to maximize opportunities while mitigating possible threats.



# TATA KELOLA PERUSAHAAN



# d'ARCICI Hotel



# Pelaksanaan Tata Kelola Perusahaan yang Baik

## Implementation of Good Corporate Governance

Sebagai Badan Usaha Milik Daerah (BUMD) yang memiliki peran strategis dalam pengembangan sektor pariwisata dan perhotelan di Provinsi DKI Jakarta, JXB secara konsisten menegaskan komitmennya terhadap penerapan prinsip-prinsip Tata Kelola Perusahaan yang Baik (*Good Corporate Governance/GCG*). Komitmen tersebut dijalankan secara berkesinambungan dengan berpedoman pada Keputusan Gubernur Provinsi DKI Jakarta Nomor 96 Tahun 2004 tanggal 7 Oktober 2004 mengenai Pedoman Penerapan Praktik GCG bagi BUMD di lingkungan Pemerintah Provinsi DKI Jakarta.

Melalui implementasi GCG yang efektif dan terstruktur, JXB tidak hanya berupaya memperkuat kinerja serta meningkatkan daya saing usaha, tetapi juga turut mendorong terciptanya tata kelola BUMD yang profesional, transparan, akuntabel, dan berintegritas di wilayah Provinsi DKI Jakarta.

As a Regionally Owned Enterprise (BUMD) that plays a strategic role in the development of the tourism and hospitality sector in DKI Jakarta Province, JXB consistently affirms its commitment to implementing the principles of Good Corporate Governance (GCG). This commitment is carried out continuously by referring to the Jakarta Provincial Governor's Decree No. 96 of 2004 dated October 7, 2004, concerning Guidelines for the Implementation of GCG Practices for BUMDs within the Jakarta Provincial Government.

Through the effective and structured implementation of GCG, JXB not only strives to strengthen its performance and increase its business competitiveness, but also contributes to the creation of professional, transparent, accountable, and ethical BUMD governance in the DKI Jakarta Province.

## Implementasi Prinsip GCG

### Implementation of GCG Principles

GCG merupakan landasan penting dalam mewujudkan perusahaan yang sehat, transparan, dan berkelanjutan. Penerapan prinsip-prinsip GCG tidak hanya dipandang sebagai kewajiban untuk memenuhi ketentuan regulasi, tetapi juga sebagai kebutuhan strategis dalam menghadapi dinamika dan kompleksitas lingkungan bisnis yang terus berkembang.

Prinsip dasar GCG yang meliputi keterbukaan, akuntabilitas, responsibilitas, independensi, serta kewajaran dan kesetaraan diterapkan secara menyeluruh dalam sistem, proses, dan budaya kerja perusahaan guna memastikan terciptanya tata kelola yang profesional dan berintegritas.

GCG is an important foundation in creating a healthy, transparent, and sustainable company. The application of GCG principles is not only seen as an obligation to comply with regulatory requirements, but also as a strategic necessity in facing the dynamics and complexities of an ever-evolving business environment.

The basic principles of GCG, which include openness, accountability, responsibility, independence, fairness, and equality, are applied comprehensively in the company's systems, processes, and work culture to ensure professional and ethical governance.

#### 1. Keterbukaan

Perusahaan berkomitmen untuk menyajikan informasi yang relevan, akurat, dan mudah diakses oleh para pemangku kepentingan secara tepat waktu. Hal ini mencakup penyampaian laporan keuangan yang telah diaudit, informasi kinerja perusahaan, serta kebijakan strategis melalui berbagai sarana komunikasi.

#### 2. Akuntabilitas

Perusahaan menetapkan struktur organisasi serta sistem pengendalian internal yang jelas guna memastikan setiap individu dan unit kerja memahami tanggung jawab dan kewenangannya.

#### 1. Openness

The company is committed to providing relevant, accurate, and easily accessible information to stakeholders in a timely manner. This includes the submission of audited financial reports, company performance information, and strategic policies through various means of communication.

#### 2. Accountability

The company establishes a clear organizational structure and internal control system to ensure that each individual and work unit understands their responsibilities and authorities. Performance





Penilaian kinerja dilakukan secara berkala dan dimanfaatkan sebagai dasar dalam pengambilan keputusan serta peningkatan kualitas kerja.

### 3. **Responsibilitas**

Perusahaan senantiasa mematuhi ketentuan peraturan perundang-undangan yang berlaku serta menjalankan tanggung jawab sosial terhadap masyarakat dan lingkungan. Seluruh kegiatan usaha dilaksanakan dengan memperhatikan aspek etika dan prinsip keberlanjutan.

### 4. **Independensi**

Setiap proses pengambilan keputusan, baik operasional maupun strategis, dilaksanakan secara objektif tanpa pengaruh benturan kepentingan. Fungsi pengawasan oleh dewan komisaris dan komite-komite perusahaan dijalankan dengan menjunjung tinggi independensi dan integritas.

### 5. **Kewajaran dan Kesetaraan**

Perusahaan menjamin perlakuan yang adil bagi seluruh pemangku kepentingan, termasuk pemegang saham, karyawan, mitra usaha, pelanggan, dan masyarakat. Hak serta kewajiban dijalankan berdasarkan prinsip kesetaraan dan tanpa diskriminasi.

assessments are conducted periodically and used as a basis for decision-making and improving work quality.

### 3. **Responsibility**

The company always complies with applicable laws and regulations and carries out its social responsibilities to the community and the environment. All business activities are carried out with consideration for ethical aspects and sustainability principles.

### 4. **Independence**

Every decision-making process, both operational and strategic, is carried out objectively without the influence of conflicts of interest. The supervisory functions of the board of commissioners and company committees are carried out with a high regard for independence and integrity.

### 5. **Fairness and Equality**

The company guarantees fair treatment for all stakeholders, including shareholders, employees, business partners, customers, and the community. Rights and obligations are exercised based on the principles of equality and without discrimination.

## Kepemilikan Pedoman GCG

### Ownership of GCG Guidelines

Keberadaan pedoman GCG menjadi pijakan fundamental bagi perusahaan dalam menjalankan aktivitas usaha secara transparan, akuntabel, dan berkelanjutan, sekaligus sebagai arah dalam mencapai sasaran jangka panjang yang berfokus pada peningkatan nilai perusahaan serta pemenuhan kepentingan seluruh pemangku kepentingan. PT Jakarta Tourisindo (Perseroda) atau Jakarta Experience Board ("JXB") telah memiliki dan menerapkan Pedoman Umum Tata Kelola Perusahaan yang Baik yang mencakup antara lain:

1. Kebijakan Tata Kelola Perusahaan (*Code of Corporate Governance*).
2. Pedoman Etika dan Perilaku Perusahaan (*Code of Conduct*).
3. Pedoman Kerja Direksi dan Komisaris (*Board Manual*).
4. Pedoman dan Prosedur Penanganan Pelaporan Pelanggaran (*Whistleblowing System*).
5. Pedoman Pengendalian Penanganan Gratifikasi.
6. Pedoman Pelaksanaan Pengadaan Barang/Jasa.
7. Pedoman dan SOP LHKPN.
8. Internal Audit Charter.
9. Piagam Komite Audit.
10. Piagam Komite Pemantau Manajemen Risiko.

The existence of GCG guidelines serves as a fundamental basis for companies in conducting business activities in a transparent, accountable, and sustainable manner, as well as a direction for achieving long-term goals that focus on increasing company value and fulfilling the interests of all stakeholders. PT Jakarta Tourisindo (Perseroda) or Jakarta Experience Board ("JXB") has developed and implemented General Guidelines for Good Corporate Governance, which include:

1. Corporate Governance Policy (*Code of Corporate Governance*).
2. Corporate Ethics and Conduct Guidelines (*Code of Conduct*).
3. Board Manual.
4. Guidelines and Procedures for Handling Violation Reports (*Whistleblowing System*).
5. Guidelines for Controlling Gratuities.
6. Guidelines for Procurement of Goods/Services.
7. Guidelines and SOPs for LHKPN.
8. Internal Audit Charter.
9. Audit Committee Charter.
10. Risk Management Monitoring Committee Charter.

Melalui kepemilikan serta penerapan pedoman GCG yang disusun secara menyeluruh tersebut, perusahaan dapat memastikan praktik tata kelola berjalan selaras dengan ketentuan peraturan yang berlaku, sekaligus mendukung terciptanya pembangunan yang berkelanjutan serta hubungan yang harmonis dengan seluruh pemangku kepentingan.

Through the ownership and implementation of these comprehensive GCG guidelines, the company can ensure that its governance practices are in line with applicable regulations, while also supporting sustainable development and harmonious relationships with all stakeholders.

## Komitmen

### Commitment

Komitmen terhadap penerapan GCG merupakan langkah strategis perusahaan untuk memastikan seluruh proses pengelolaan dan kegiatan operasional dijalankan berdasarkan prinsip tata kelola yang baik, transparan, dan bertanggung jawab. Komitmen tersebut tidak semata-mata ditujukan untuk memenuhi ketentuan regulasi, tetapi juga diarahkan pada pencapaian tujuan jangka panjang yang berkelanjutan serta penciptaan nilai tambah bagi seluruh pemangku kepentingan, termasuk pemegang saham, karyawan, mitra usaha, pelanggan, dan masyarakat.

Commitment to the implementation of GCG is a strategic step taken by the company to ensure that all management processes and operational activities are carried out based on the principles of good, transparent, and responsible governance. This commitment is not merely aimed at complying with regulatory requirements, but also at achieving long-term sustainable goals and creating added value for all stakeholders, including shareholders, employees, business partners, customers, and the community.

Pelaksanaan komitmen GCG diwujudkan melalui penerapan nyata di setiap aspek kegiatan perusahaan, mulai dari proses pengambilan keputusan strategis hingga pelaksanaan operasional sehari-hari. Dengan mengedepankan prinsip-prinsip GCG, perusahaan berupaya membangun sistem tata kelola yang efektif, meminimalkan potensi risiko, serta mendorong peningkatan kinerja yang berkesinambungan.

The implementation of the GCG commitment is realized through practical application in every aspect of the company's activities, from strategic decision-making processes to day-to-day operations. By prioritizing GCG principles, the company strives to build an effective governance system, minimize potential risks, and encourage continuous performance improvement.

Melalui komitmen yang kuat terhadap GCG tersebut, perusahaan tidak hanya memastikan kepatuhan terhadap ketentuan hukum dan regulasi, tetapi juga menjamin bahwa seluruh aktivitas usaha dijalankan dengan menjunjung tinggi prinsip keadilan, keterbukaan, dan akuntabilitas, sehingga mampu mendukung keberlanjutan usaha yang memberikan manfaat optimal bagi perusahaan dan seluruh pemangku kepentingan.

Through its strong commitment to GCG, the company not only ensures compliance with laws and regulations, but also guarantees that all business activities are carried out with a commitment to the principles of fairness, transparency, and accountability, thereby supporting business sustainability that provides optimal benefits for the company and all stakeholders.



## Struktur Tata Kelola

### Governance Structure

Jakarta Experience Board sebagai BUMD yang berperan dalam pengembangan pariwisata serta promosi destinasi di wilayah DKI Jakarta, menunjukkan komitmen kuat dalam mengimplementasikan prinsip-prinsip GCG. Salah satu elemen penting dalam penerapan GCG yang efektif adalah tersedianya struktur tata kelola yang jelas, transparan, dan berjalan secara optimal.

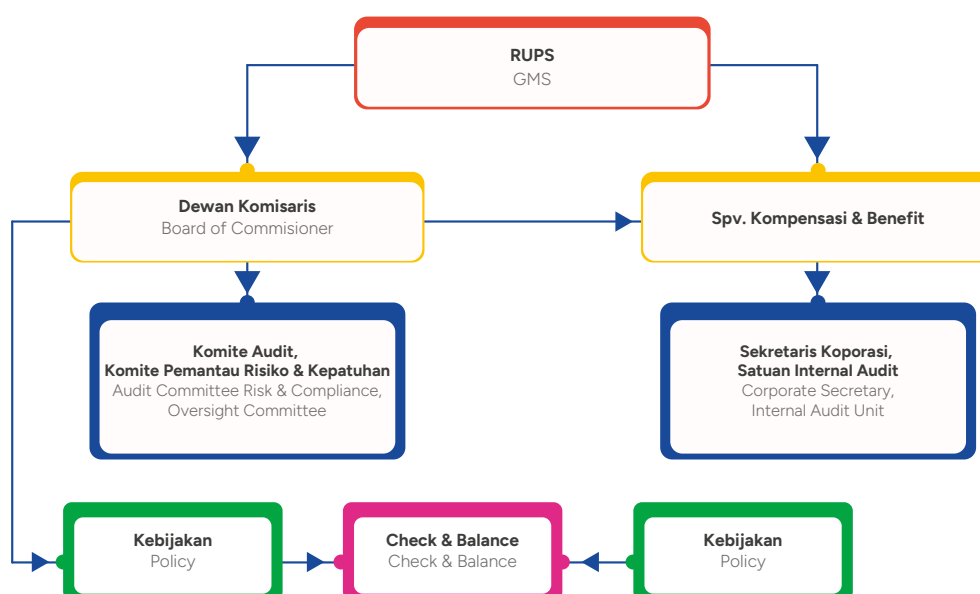
The Jakarta Experience Board, as a regionally-owned enterprise (BUMD) that plays a role in tourism development and destination promotion in the DKI Jakarta area, demonstrates a strong commitment to implementing GCG principles. One important element in the effective implementation of GCG is the availability of a clear, transparent, and optimally functioning governance structure.

Sebagai tindak lanjut atas Keputusan Gubernur Provinsi DKI Jakarta Nomor 96 Tahun 2004 mengenai Penerapan Praktik GCG pada BUMD di lingkungan Pemerintah Provinsi DKI Jakarta, perusahaan telah merancang dan menerapkan struktur tata kelola yang melibatkan berbagai organ perusahaan dengan peran, fungsi, serta tanggung jawab yang terdefinisi secara tegas. Langkah ini dimaksudkan untuk memastikan bahwa setiap keputusan, baik yang bersifat strategis maupun operasional, diambil dan dilaksanakan secara akuntabel serta selaras dengan prinsip-prinsip GCG.

Adapun struktur tata kelola perusahaan di JXB terdiri dari unsur-unsur sebagai berikut:

As a follow-up to DKI Jakarta Provincial Governor Decree No. 96 of 2004 concerning the Implementation of GCG Practices in BUMDs within the DKI Jakarta Provincial Government, the company has designed and implemented a governance structure that involves various company organs with clearly defined roles, functions, and responsibilities. This step is intended to ensure that every decision, whether strategic or operational, is made and implemented in an accountable manner and in line with GCG principles.

The corporate governance structure at JXB consists of the following elements:



## Pihak yang Melakukan Penilaian

### Assessment Parties

Penilaian atas penerapan GCG di PT Jakarta Tourisindo (Persero) dilakukan secara mandiri (*self-assessment*) mengingat penilaian GCG telah dilakukan oleh Tim Badan Pengawasan Keuangan dan Pembangunan (BPKP) pada 2 (dua) tahun terakhir.

Tim BPKP berperan dalam melakukan evaluasi menyeluruh terhadap implementasi prinsip-prinsip GCG di perusahaan, dengan tujuan memastikan bahwa kebijakan, sistem, dan praktik yang dijalankan telah sejalan dengan standar tata kelola yang baik, transparan, serta memenuhi ketentuan regulasi yang berlaku.

The assessment of the implementation of GCG at PT Jakarta Tourisindo (Persero) was conducted as self-assessment since the GCG assessment has been conducted by Financial and Development Supervisory Agency (BPKP) Team for the last 2 (two) years).

The BPKP team played a role in conducting a comprehensive evaluation of the implementation of GCG principles in the company, with the aim of ensuring that the policies, systems, and practices carried out were in line with good governance standards, transparent, and complied with applicable regulations.





Sebagai institusi yang memiliki kewenangan dalam pengawasan dan penilaian kinerja entitas pemerintah dan BUMD, BPKP melaksanakan asesmen secara independen dan objektif. Dalam pelaksanaannya, tim melakukan penilaian terhadap berbagai aspek tata kelola perusahaan, meliputi struktur organisasi, efektivitas pengendalian internal, tingkat transparansi informasi, hingga kesesuaian kebijakan perusahaan dengan prinsip-prinsip GCG.

As an institution with authority in supervising and assessing the performance of government entities and BUMDs, BPKP conducts assessments independently and objectively. In its implementation, the team assesses various aspects of corporate governance, including organizational structure, internal control effectiveness, level of information transparency, and the compliance of company policies with GCG principles.

## Hasil Penilaian GCG Tahun 2025

### Results of The GCG Assessment for 2025

Perusahaan melaksanakan evaluasi komprehensif pada tahun 2025 atas penerapan prinsip-prinsip GCG sebagai bagian dari komitmen berkelanjutan dalam memperkuat tata kelola yang transparan, akuntabel, dan berintegritas. Kegiatan penilaian ini dilakukan untuk mengukur tingkat kesesuaian implementasi GCG dengan standar yang berlaku, sekaligus mengidentifikasi aspek-aspek yang masih memerlukan penyempurnaan guna mendukung peningkatan kinerja serta keberlanjutan perusahaan dalam jangka panjang.

The company will conduct a comprehensive evaluation in 2025 on the implementation of GCG principles as part of its ongoing commitment to strengthening transparent, accountable, and ethical governance. This assessment activity is carried out to measure the level of compliance of GCG implementation with applicable standards, as well as to identify aspects that still need improvement in order to support the company's performance and sustainability in the long term.

Hasil penilaian penerapan GCG perusahaan pada tahun 2025 menunjukkan capaian skor sebesar 84,198% untuk seluruh aspek yang dinilai, dengan kategori "Baik". Adapun rincian perolehan nilai pada masing-masing aspek adalah sebagai berikut:

The results of the company's GCG implementation assessment in 2025 show a score of 84.198% for all aspects assessed, with a category of "Good". The details of the scores for each aspect are as follows:

| No.                         | Aspek Governance<br>Governance Aspect                       | Bobot<br>Grade Weight | Capaian Tahun 2025<br>Achievement Year 2025 |                            |
|-----------------------------|-------------------------------------------------------------|-----------------------|---------------------------------------------|----------------------------|
|                             |                                                             |                       | Skor<br>Score                               | % Capaian<br>% Achievement |
| I                           | Komitmen<br>Commitment                                      | 15.000                | 13,453                                      | 89,864%                    |
| II                          | Kebijakan GCG<br>GCG Policies                               | 10.000                | 9,677                                       | 96,770%                    |
| III                         | Partisipan GCG<br>GCG Participants                          | 65.000                | 56,383                                      | 86,743%                    |
|                             | Pemegang Saham dan RUPS<br>Shareholders and GMS             | 21.000                | 18,123                                      | 86,300%                    |
|                             | Dewan Komisaris<br>Board of Commissioners                   | 17.000                | 15,117                                      | 88,921%                    |
|                             | Komite Dewan Komisaris<br>Board Committees                  | 6.000                 | 4,884                                       | 97,681%                    |
|                             | Direksi<br>Board of Directors                               | 13.000                | 11,019                                      | 84,759%                    |
|                             | Satuan Pengawasan Intern (SPI)<br>Internal Supervisory Unit | 5.000                 | 4,044                                       | 80,875%                    |
|                             | Sekretaris Perusahaan<br>Corporate Secretary                | 4.000                 | 3,197                                       | 79,915%                    |
| IV                          | Pengungkapan Informasi<br>Information Disclosure            | 5.000                 | 4,685                                       | 93,709%                    |
| V                           | Aspek Lainnya<br>Other Aspects                              | 5.000                 | -                                           | -                          |
| Total I sd V   Total I to V |                                                             | 100.000               | 84,198                                      | 84,198%                    |

# Rekomendasi Hasil Penilaian

## Assessment Result Recommendations

Berdasarkan hasil evaluasi penerapan GCG di Jakarta Experience Board tahun 2025, telah diidentifikasi berbagai temuan dan analisis yang menjadi dasar untuk meningkatkan kualitas tata kelola perusahaan. Sebagai tindak lanjut atas rekomendasi tersebut, perusahaan secara aktif menyusun rencana aksi perbaikan guna memperkuat implementasi GCG pada seluruh aspek operasional maupun manajerial.

Perusahaan menunjukkan komitmen untuk segera menindaklanjuti rekomendasi yang diberikan dengan melibatkan seluruh jajaran manajemen serta pemangku kepentingan terkait dalam proses perbaikan. Respons terhadap rekomendasi tersebut diwujudkan melalui sejumlah langkah konkret, antara lain:

- 1. Direksi menyelenggarakan rapat evaluasi pada masing-masing bidang kerja untuk membahas dan menyelesaikan rekomendasi.
- 2. Membentuk tim khusus yang bertugas melakukan tindak lanjut atas penyelesaian rekomendasi.
- 3. Melaksanakan pemantauan secara berkala terhadap pelaksanaan tindak lanjut di setiap bidang kerja.

Based on the results of the evaluation of GCG implementation in the Jakarta Experience Board in 2025, various findings and analyses have been identified as a basis for improving corporate governance quality. As a follow-up to these recommendations, the company is actively developing an action plan to strengthen GCG implementation in all operational and managerial aspects.

The company has demonstrated its commitment to immediately follow up on the recommendations by involving all levels of management and relevant stakeholders in the improvement process. The response to these recommendations has been manifested through a number of concrete steps, including:

- 1. The Board of Directors held evaluation meetings in each work area to discuss and finalize the recommendations.
- 2. A special team was formed to follow up on the completion of the recommendations.
- 3. Conducting regular monitoring of the follow-up implementation in each work area.

# Rapat Umum Pemegang Saham

## General Meeting of Shareholders

### Pelaksanaan Rapat Umum Pemegang Saham Tahunan Perseroan Terbatas PT Jakarta Tourisindo

- 1. Pelaksanaan Rapat Umum Pemegang Saham Tahunan Perseroan Terbatas PT Jakarta Tourisindo (Perseroda), dilaksanakan pada:
  - a. Hari/Tanggal: Kamis, 8 Mei 2025
  - b. Tempat: Ballroom, The Tavia Heritage Hotel, Jalan Letjend. Suprpto, Cempaka Putih Barat, Jakarta Pusat
  - c. Waktu: 14.00 WIB - selesai

### Implementation of the Annual General Meeting of Shareholders of PT Jakarta Tourisindo

- 1. The Annual General Meeting of Shareholders of PT Jakarta Tourisindo (Perseroda) Limited Liability Company will be held on:
  - a. Day/Date: Thursday, May 8, 2025
  - b. Venue: Ballroom, The Tavia Heritage Hotel, Jalan Letjend. Suprpto, Cempaka Putih Barat, Central Jakarta
  - c. Time: 14.00 WIB - finish

| Agenda RUPS<br>Agenda of the GMS                                                                                                                                                                                                                                                                                             | Keputusan<br>Decision                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Pengesahan Laporan Tahunan termasuk pengesahan Laporan Keuangan serta Laporan tugas pengawasan Dewan Komisaris PT Jakarta Tourisindo (Perseroda) tahun buku 2024, serta pembebasan tanggung jawab sepenuhnya kepada Dewan Komisaris dan Direksi atas pengurusan dan pengawasan yang telah dijalankan selama tahun buku 2024. | <ul style="list-style-type: none"><li>1. Menyetujui Laporan Tahunan dan mengesahkan Laporan Keuangan serta Laporan tugas pengawasan Dewan Komisaris PT Jakarta Tourisindo (Perseroda) Tahun Buku 2024;</li><li>2. Memberikan pelunasan dan pembebasan tanggung jawab sepenuhnya (<i>volledig acquit et de charge</i>) kepada Dewan Komisaris dan Direksi Perseroan atas tindakan pengurusan dan pengawasan yang telah dijalankan selama tahun buku yang berakhir pada tanggal 31 Desember 2024, sepanjang tindakan tersebut bukan merupakan tindak pidana dan tercermin dalam Laporan Tahunan dan Laporan Keuangan Tahun Buku 2024.</li></ul> |



| Agenda RUPS<br>Agenda of the GMS                                                                                                                                                                                                                                                                                                                                                                                                                    | Keputusan<br>Decision                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Ratification of the Annual Report, including the Financial Statements and Supervisory Report of the Board of Commissioners of PT Jakarta Tourisindo (Perseroda) for the 2024 financial year, and the full release and discharge of the Board of Commissioners and Directors for their management and supervision during the 2024 financial year.                                                                                                    | <ol style="list-style-type: none"> <li>1. Approving the Annual Report and ratifying the Financial Statements and Supervisory Report of the Board of Commissioners of PT Jakarta Tourisindo (Perseroda) for the 2024 Financial Year;</li> <li>2. Granting full release and discharge (volledig acquit et de charge) to the Company's Board of Commissioners and Directors for their management and supervisory actions carried out during the financial year ending December 31, 2024, provided that such actions do not constitute criminal offenses and are reflected in the Annual Report and Financial Statements for the 2024 Financial Year.</li> </ol> |
| Penetapan Penggunaan Laba Perseroan untuk tahun buku yang berakhir pada tanggal 31 Desember 2024.                                                                                                                                                                                                                                                                                                                                                   | Mengingat sampai dengan tahun 2024 Perseroan masih mencatatkan akumulasi kerugian maka Perseroan tidak memberikan Dividen kepada Pemegang Saham.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| Determination of the Use of the Company's Profits for the financial year ending December 31, 2024.                                                                                                                                                                                                                                                                                                                                                  | Considering that the Company continues to record accumulated losses as of 2024, the Company will not distribute dividends to shareholders.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| Penunjukan Kantor Akuntan Publik untuk mengaudit laporan keuangan Perseroan tahun buku 2025.                                                                                                                                                                                                                                                                                                                                                        | Memberikan kewenangan kepada Dewan Komisaris untuk menunjuk Kantor Akuntan Publik yang akan mengaudit laporan keuangan Perseroan untuk tahun buku 2025 berdasarkan usulan Komite Audit yang pelaksanaannya sesuai dengan peraturan yang berlaku.                                                                                                                                                                                                                                                                                                                                                                                                             |
| Appointment of a Public Accounting Firm to audit the Company's financial statements for the 2025 financial year.                                                                                                                                                                                                                                                                                                                                    | The Board of Commissioners is authorized to appoint a Public Accounting Firm to audit the Company's financial statements for the 2025 financial year based on the Audit Committee's recommendation, with implementation in accordance with applicable regulations.                                                                                                                                                                                                                                                                                                                                                                                           |
| Penetapan penghasilan Dewan Komisaris dan Direksi Perseroan tahun 2025 berikut fasilitasnya.                                                                                                                                                                                                                                                                                                                                                        | Memberikan kewenangan kepada Pemerintah Provinsi DKI Jakarta untuk menetapkan penghasilan dan berikut fasilitas Direksi dan Dewan Komisaris Perseroan sebagaimana diatur di dalam Peraturan Gubernur Nomor 79 Tahun 2019 tentang Pedoman Penetapan Penghasilan Direksi, Badan Pengawas dan Dewan Komisaris BUMD.                                                                                                                                                                                                                                                                                                                                             |
| Determination of the remuneration of the Board of Commissioners and Directors for 2025, including their benefits.                                                                                                                                                                                                                                                                                                                                   | The Provincial Government of DKI Jakarta is authorized to determine the remuneration and benefits of the Company's Board of Directors and Board of Commissioners, as stipulated in Governor Regulation Number 79 of 2019 concerning Guidelines for Determining the Remuneration of Directors, Supervisory Bodies, and Boards of Commissioners of Regionally-Owned Enterprises (BUMD).                                                                                                                                                                                                                                                                        |
| Persetujuan Perubahan Pengurus PT Jakarta Tourisindo (Perseroda).                                                                                                                                                                                                                                                                                                                                                                                   | Memutuskan untuk memberhentikan dengan hormat Saudara Muhamad Ichwan Ridwan sebagai Komisaris Perseroan yang berakhir masa jabatannya efektif pada tanggal 17 Mei 2024.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| Approval of Changes to the Management of PT Jakarta Tourisindo (Perseroda).                                                                                                                                                                                                                                                                                                                                                                         | The Board of Commissioners has been honorably dismissed by Muhamad Ichwan Ridwan as a Commissioner of the Company, with his term of office ending on May 17, 2024.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <ol style="list-style-type: none"> <li>2. Penyelenggaraan Rapat Umum Pemegang Saham Luar Biasa Tahunan Perseroan Terbatas PT Jakarta Tourisindo (Perseroda), diselenggarakan pada: <ol style="list-style-type: none"> <li>a. Hari/Tanggal: Jumat, 19 Desember 2025</li> <li>b. Tempat: Ballroom, The Tavia Heritage Hotel, Jalan Letjend. Suprpto, Cempaka Putih Barat, Jakarta Pusat</li> <li>c. Waktu: 14.00 WIB - selesai</li> </ol> </li> </ol> | <ol style="list-style-type: none"> <li>2. The Annual Extraordinary General Meeting of Shareholders of PT Jakarta Tourisindo (Perseroda) Limited Liability Company will be held on: <ol style="list-style-type: none"> <li>a. Day/Date: Friday, December 19, 2025</li> <li>b. Venue: Ballroom, The Tavia Heritage Hotel, Jalan Letjend. Suprpto, Cempaka Putih Barat, Central Jakarta</li> <li>c. Time: 14.00 WIB - finish</li> </ol> </li> </ol>                                                                                                                                                                                                             |

| Agenda RUPS<br>Agenda of the GMS                                                                                                                                               | Keputusan<br>Decision                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
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| Pengesahan Rencana Kerja dan Anggaran Tahun 2026 PT Jakarta Tourisindo (Perseroda).                                                                                            | Menyetujui dan mengesahkan Rencana Kerja dan Anggaran Tahun 2026 PT Jakarta Tourisindo(Perseroda), yang pelaksanaannya memedomani ketentuan peraturan perundangan-undangan yang berlaku dan memperhatikan prinsip-prinsip Good Corporate Governance (GCG).                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| Approval of the 2026 Work Plan and Budget of PT Jakarta Tourisindo (Perseroda).                                                                                                | Approving and ratifying the 2026 Work Plan and Budget of PT Jakarta Tourisindo (Perseroda), the implementation of which is guided by the provisions of applicable laws and regulations and adheres to the principles of Good Corporate Governance (GCG).                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| Persetujuan Perubahan Anggaran Dasar terkait penambahan Klasifikasi Baku Lapangan Usaha Indonesia (KBLI) PT Jakarta Tourisindo (Perseroda).                                    | <ol style="list-style-type: none"> <li>Menyetujui Perubahan Anggaran Dasar Perusahaan Pasal 3 terkait Pengembangan Bisnis Perusahaan dengan penambahan Klasifikasi Baku Lapangan Usaha Indonesia (KBLI) sebagaimana yang tertuang dalam Akta No. 4 tanggal 19 Desember 2025.</li> <li>Memberikan kuasa wewenang kepada Direksi Perseroan, dengan hak substitusi atau kuasa yang ditunjuk untuk melakukan segala tindakan yang diperlukan.</li> </ol>                                                                                                                                                                                                                                                                                                                                            |
| Approval of Amendments to the Articles of Association regarding the addition of the Indonesian Standard Industrial Classification (KBLI) of PT Jakarta Tourisindo (Perseroda). | <ol style="list-style-type: none"> <li>Approving the Amendment to Article 3 of the Company's Articles of Association concerning the Company's Business Development with the addition of the Indonesian Standard Industrial Classification (KBLI) with the description Deed No. 4 dated 19 December 2025.</li> <li>Granting the authority and power of attorney to the Company's Board of Directors, with the right of substitution or appointed power of attorney, to take all necessary actions.</li> </ol>                                                                                                                                                                                                                                                                                    |
| Persetujuan Perubahan Struktur Organisasi PT Jakarta Tourisindo (Perseroda).                                                                                                   | <ol style="list-style-type: none"> <li>Mengesahkan dan meratifikasi Struktur Organisasi Perseroan sebagaimana dalam Surat Keputusan yang telah dijalankan Perseroan melalui Surat Keputusan Direksi Nomor 198 Tahun 2020, Nomor 91 Tahun 2022 dan Nomor 09 Tahun 2023 Tentang Perubahan Struktur Organisasi PT Jakarta Tourisindo (perseroda);</li> <li>Menyetujui dan mengesahkan Surat Direksi Nomor 1225/OT.00.00 tanggal 12 Desember 2025 tentang Permohonan Persetujuan Perubahan Struktur Organisasi PT Jakarta Tourisindo (perseroda) serta memberikan kuasa dan wewenang kepada Direksi untuk menetapkan melalui Surat Keputusan Direksi sehingga Keputusan Direksi tentang Struktur Organisasi Perseroan sebelumnya menjadi tidak berlaku.</li> </ol>                                  |
| Approval of Changes to the Organizational Structure of PT Jakarta Tourisindo (Perseroda).                                                                                      | <ol style="list-style-type: none"> <li>Approving and ratifying the Company's Organizational Structure as stipulated in the Decrees implemented by the Company through Board of Directors Decrees Number 198 of 2020, Number 91 of 2022, and Number 09 of 2023 concerning Changes to the Organizational Structure of PT Jakarta Tourisindo (Perseroda);</li> <li>Approving and ratifying the Directors' Letter Number 1225/OT.00.00 dated December 12, 2025 concerning the Application for Approval of Changes to the Organizational Structure of PT Jakarta Tourisindo (Persero) and granting power and authority to the Directors to determine through a Directors' Decree so that the previous Directors' Decree regarding the Company's Organizational Structure becomes invalid.</li> </ol> |

## RUPS Laporan Tahunan Tahun Buku 2024

- Pelaksanaan Rapat Umum Pemegang Saham Tahunan Perseroan Terbatas PT Jakarta Tourisindo, pada:

## Annual General Meeting of Shareholders for The 2024 Fiscal Year

- Implementation of the Annual General Meeting of Shareholders of PT Jakarta Tourisindo Limited Liability Company, on:

- a. Hari/Tanggal: Kamis, 20 Juni 2024
- b. Tempat: The Tavia Heritage Hotel
- c. Waktu: 14.00 WIB

- a. Day/Date: Thursday, June 20, 2024
- b. Venue: The Tavia Heritage Hotel
- c. Time: 14.00 WIB

| Agenda RUPS<br>Agenda of the GMS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Keputusan<br>Decision                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
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| <p>1. Persetujuan Laporan Tahunan termasuk pengesahan Laporan Keuangan serta Laporan tugas pengawasan Dewan Komisaris PT Jakarta Tourisindo (Perseroda) tahun buku 2023 (dua ribu dua puluh tiga), serta pembebasan Tanggung Jawab sepenuhnya kepada Dewan Komisaris dan Direksi atas pengurusan dan pengawasan yang telah dijalankan selama tahun buku 2023 (dua ribu dua puluh tiga).</p> <p>Approval of the Annual Report, including the ratification of the Financial Statements and the Report of the supervisory duties of the Board of Commissioners of PT Jakarta Tourisindo (Perseroda) in the financial year 2023 (two thousand twenty-three), and to release and discharge of all responsibilities to all Board members for the management and supervision carried out in the financial year 2023 (two thousand twenty-three).</p> | <p>1. Menyetujui Laporan Tahunan dan mengesahkan Laporan Keuangan serta Laporan tugas pengawasan Komisaris PT Jakarta Tourisindo (Perseroda) Tahun Buku 2023 (dua ribu dua puluh tiga); Dewan Komisaris PT Jakarta Tourisindo (Perseroda).</p> <p>2. Memberikan pelunasan dan pembebasan l tanggung jawab sepenuhnya (volledig acquit et de charge) kepada Dewan Komisaris dan Direksi Perseroan atas tindakan pengurusan dan pengawasan yang telah dijalankan selama tahun buku yang berakhir pada tanggal 31 (tiga puluh satu) Desember 2023 (dua ribu dua puluh tiga), sepanjang tindakan tersebut bukan merupakan tindak pidana dan tercermin dalam laporan Tahunan dan Laporan Keuangan Tahun Buku 2023 (dua ribu dua puluh tiga).</p> <p>1. Approve the Annual Report and ratify the Financial Statements and Report on the supervisory duties of the Board of Commissioners of PT Jakarta Tourisindo (Perseroda) for the Financial Year 2023 (two thousand twenty-three); Board of Commissioners of PT Jakarta Tourisindo (Perseroda).</p> <p>2. Provide full release and discharge (volledig acquit et de charge) to the Board of Commissioners and Directors of the Company for management and supervisory actions that have been carried out during the financial year ended on December 31 (thirty one), 2023 (two thousand twenty three), as long as the action is not a criminal offense and is reflected in the Annual report and Financial Statements for the Financial Year 2023 (two thousand twenty three).</p> |
| <p>2. Penetapan penggunaan laba perseroan untuk tahun buku yang berakhir pada tanggal 31 (tiga puluh satu) Desember 2023 (dua ribu dua puluh tiga).</p> <p>Determination on the use of the company's profit for the fiscal year ending on December 31 (thirty one), 2023 (two thousand twenty three).</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | <p>Mengingat sampai dengan tahun 2023 Perseroan masih mencatatkan akumulasi kerugian maka perseroan tidak memberikan Dividen kepada Pemegang Saham.</p> <p>Considering that until 2023 the Company still records accumulated losses, the Company does not provide Dividends to Shareholders.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| <p>3. Penunjukan Kantor Akuntan Publik untuk mengaudit laporan keuangan Perseroan.</p> <p>Appointment of Public Accountant Firm to audit the Company's financial statements.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | <p>Memberikan kewenangan kepada Dewan Komisaris untuk menunjuk Kantor Akuntan Publik yang akan mengaudit laporan keuangan Perseroan untuk tahun buku 2024 (dua ribu dua puluh empat) berdasarkan usulan Komite Audit yang pelaksanaannya sesuai dengan peraturan yang berlaku.</p> <p>To authorize the Board of Commissioners to appoint a Public Accountant Firm to audit the Company's financial statements for the financial year 2024 (two thousand twenty Four) based on the proposal of the Audit Committee in accordance with the prevailing regulations.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| <p>4. Penetapan Penghasilan Dewan Komisaris dan Direksi Perseroan Tahun 2024 (dua ribu dua puluh empat).</p> <p>Determination of the Income of the Board of Commissioners and Directors of the Company in 2024 (two thousand twenty four).</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | <p>Memberikan kewenangan kepada Pemerintah Provinsi DKI Jakarta untuk menetapkan penghasilan dan berikut fasilitas Direksi dan Dewan Komisaris Perseroan sebagaimana diatur didalam Peraturan Gubernur Nomor 79 Tahun 2019 tentang Pedoman Penetapan Penghasilan Direksi, Badan Pengawas dan Dewan Komisaris BUMD.</p> <p>Authorize the Provincial Government of DKI Jakarta to determine the income and facilities of the Board of Directors and Board of Commissioners of BUMD as stipulated in Gubernatorial Regulation Number 79 of 2019 concerning Guidelines for Determining the Income of Directors, Supervisory Board and Board of Commissioners of BUMD.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |





2. Penyelenggaraan Rapat Umum Pemegang Saham Luar Biasa Tahunan Perseroan Terbatas PT Jakarta Tourisindo (Perseroda), diselenggarakan pada:
  - a. Hari/Tanggal: Kamis, 20 Juni 2024
  - b. Tempat: The Tavia Heritage Hotel
  - c. Waktu: 15.00 WIB
2. The Annual Extraordinary General Meeting of Shareholders of PT Jakarta Tourisindo (Perseroda) will be held on:
  - a. Day/Date: Thursday, June 20, 2024
  - b. Venue: The Tavia Heritage Hotel
  - c. Time: 15.00 WIB

| Agenda RUPS<br>Agenda of the GMS                                                                                                                                                                                                              | Keputusan<br>Decision                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
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| <p>Pengesahan Penerimaan Modal Daerah Tahun 2023 (dua ribu dua puluh tiga) sebesar Rp. 13.870.975.375,- (tiga belas miliar delapan ratus tujuh puluh juta sembilan ratus tujuh puluh lima ribu tiga ratus tujuh puluh lima Rupiah).</p>       | <p>Menyetujui penambahan modal Perseroan yang berasal dari Penyertaan Modal Daerah Tahun 2023 (dua ribu dua puluh tiga) sebesar Rp. 13.870.975.375,- (tiga belas miliar delapan ratus tujuh puluh juta sembilan ratus tujuh puluh lima ribu tiga ratus tujuh puluh lima Rupiah) sebagaimana dituangkan dalam Perjanjian Investasi antara Pemerintah Provinsi DKI Jakarta Cq. Badan Pembinaan BUMD nomor 819/HK.01.11 dan PT Jakarta Tourisindo (Perseroda) nomor 985/072 Tanggal 13 (tiga) belas Desember 2023 (dua ribu dua puluh tiga). Selanjutnya sisa Penyertaan Modal Perseroan yang belum dapat dikonversi dalam lembar Saham untuk tahun 2017 sebesar Rp. 464.820 (empat ratus enam puluh empat ribu delapan ratus dua puluh Rupiah) dan Penyertaan Modal Perseroan Tahun 2021 (dua ribu dua puluh satu) sebesar Rp. 290.400 (dua ratus sembilan puluh empat ratus Rupiah) sehingga total menjadi sebesar Rp. 13.871.730.595 (tiga belas miliar delapan ratus tujuh puluh satu juta tujuh ratus tiga puluh ribu lima ratus sembilan puluh lima Rupiah). Sehingga Penambahan Modal Perseroan tersebut diakui sebagai modal disetor Perseroan dengan menerbitkan 13.871 (tiga) belas ribu delapan ratus tujuh puluh satu lembar saham atas nama Pemerintah Provinsi DKI Jakarta dengan nilai nominal Rp. 1.000.000,- (satu juta Rupiah).</p> <p>Dengan demikian modal ditempatkan dan disetor menjadi sebesar Rp.713.545.730.595,-(tujuh ratus tiga belas miliar lima ratus empat puluh lima juta tujuh ratus tiga puluh ribu lima ratus sembilan puluh lima Rupiah) dimana dalam jumlah modal disetor tersebut sebesar Rp. 730.595 (tujuh ratus tiga puluh ribu lima ratus sembilan puluh lima Rupiah) belum dapat dikonversi kedalam lembar saham karena belum mencapai nilai nominal saham. Komposisi modal ditempatkan dan disetor setelah penambahan modal disetor menjadi:</p> <ol style="list-style-type: none"> <li>1. Pemerintah Provinsi DKI Jakarta sebesar Rp. 710.545.730.595 (tujuh ratus sepuluh miliar lima ratus empat puluh lima juta tujuh ratus tiga puluh lima ratus sembilan puluh lima Rupiah) dengan jumlah 710.545 (tujuh ratus sepuluh ribu lima ratus empat puluh lima) lembar saham.</li> <li>2. Perusahaan Umum Daerah Pasar Jaya sebesar Rp. 3.000.000.000 (tiga miliar rupiah) dengan jumlah 3.000 (tiga ribu) lembar saham.</li> </ol> |
| <p>Ratification of Regional Capital Revenue Year 2023 (two thousand twentythree) amounting to Rp. 13,870,975,375, - (thirteen billion eight hundred seventy million nine hundred seventyfive thousand three hundred seventy-five Rupiah).</p> | <p>Approved the addition of the Company's capital from Regional Capital Participation in 2023 (two thousand twenty-three) amounting to Rp. 13,870,975,375, - (thirteen billion eight hundred seventy million nine hundred seventy-five thousand three hundred seventy-five Rupiah) as outlined in the Investment Agreement between the Provincial Government of DKI Jakarta Cq. BUMD Development Board number 819/HK.01.11 and PT Jakarta Tourisindo (Perseroda) number 985/072 dated December 13 (thirteen), 2023 (two thousand twentythree). Furthermore, the remaining capital participation of the Company that cannot be converted into shares for 2017 amounted to Rp. 464,820 (four hundred sixty four thousand eight hundred twenty Rupiah) and the Company's capital participation in 2021 (two thousand twenty one)</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |

| Agenda RUPS<br>Agenda of the GMS | Keputusan<br>Decision                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
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|                                  | <p>amounted to Rp. 290,400 (two hundred ninety four hundred Ruplah) so that the total amounted to Rp. 13,871,730,595 (thirteen billion eight hundred seventy one million seven hundred thirty thousand five hundred ninety five Ruplah).</p> <p>Thus the issued and paid-up capital amounted to Rp. 713,545,730,595, - (seven hundred thirteen billion five hundred forty five million seven hundred thirty thousand five hundred ninety five Rupiah) where in the amount of paid-up capital amounting to Rp. 730,595 (seven hundred thirty thousand five hundred ninety five Rupiah) cannot be converted into shares because it has not reached the nominal value of shares. The composition of issued and paid-up capital after the additional paid-up capital becomes:</p> <ol style="list-style-type: none"> <li>1. DKI Jakarta Provincial Government amounting to Rp. 710,545,730,595 (seven hundred ten billion five hundred forty five million seven hundred thirty five hundred ninety five Rupiah) with a total of 710,545 (seven hundred ten thousand five hundred forty five) shares.</li> <li>2. Regional Public Company Pasar Jaya amounting to Rp. 3,000,000,000 (three billion Rupiah) with 3,000 (three thousand) shares.</li> </ol> |

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| <p>3. Penyelenggaraan RUPS Luar Biasa, pada:</p> <ol style="list-style-type: none"> <li>a. Hari/Tanggal: Kamis, 14 November 2024</li> <li>b. Tempat: The Tavia Heritage Hotel</li> <li>c. Waktu: 14.00 WIB</li> </ol> | <p>3. Extraordinary General Meeting of Shareholders, on:</p> <ol style="list-style-type: none"> <li>a. Day/Date: Thursday, November 14, 2024</li> <li>b. Venue: The Tavia Heritage Hotel</li> <li>c. Time: 14.00 WIB</li> </ol> |
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| Agenda RUPS<br>Agenda of the GMS                                                                   | Keputusan<br>Decision                                                                                                                                                                                                                                            |
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| Pengesahan Rencana Kerja dan Anggaran Perubahan Tahun 2024 PT Jakarta Tourisindo (Perseroda).      | Menyetujui dan mengesahkan Rencana Kerja Anggaran Perubahan Tahun 2024 PT Jakarta Tourisindo yang dalam pelaksanaannya memedomani ketentuan peraturan perundang-undangan yang berlaku dan memperhatikan prinsip – prinsip Good Corporate Governance (GCG).       |
| Ratification of the Work Plan and Budget Amendment Year 2024 of PT Jakarta Tourisindo (Perseroda). | Approve and ratify the Amended Budget Work Plan for the Year 2024 of PT Jakarta Tourisindo, which in its implementation will guide the provisions of the applicable laws and regulations and pay attention to the principles of Good Corporate Governance (GCG). |

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| <p>4. Penyelenggaraan RUPS Luar Biasa, Pada:</p> <ol style="list-style-type: none"> <li>a. Hari/Tanggal: Kamis, 19 Desember 2024</li> <li>b. Tempat: The Tavia Heritage Hotel</li> <li>c. Waktu: 14.00 WIB</li> </ol> | <p>4. Extraordinary General Meeting of Shareholders, on:</p> <ol style="list-style-type: none"> <li>a. Day/Date: Thursday, December 19, 2024</li> <li>b. Venue: The Tavia Heritage Hotel</li> <li>c. Time: 14.00 WIB</li> </ol> |
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| Agenda RUPS<br>Agenda of the GMS                                                       | Keputusan<br>Decision                                                                                                                                                                                                                                               |
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| 1. Pengesahan Rencana Kerja dan Anggaran Tahun 2025 PT Jakarta Tourisindo (Perseroda). | Menyetujui dan mengesahkan Rencana Kerja dan Anggaran Tahun 2025 PT Jakarta Tourisindo (Perseroda), yang dalam pelaksanaannya memedomani ketentuan peraturan perundang – undangan yang berlaku dan memperhatikan prinsip – prinsip Good Corporate Governance (GCG). |
| Ratification of Work Plan and Budget Year 2025 of PT Jakarta Tourisindo (Perseroda).   | Approve and ratify the Work Plan and Budget Year 2025 of PT Jakarta Tourisindo (Perseroda), which in its implementation will guide the provisions of applicable laws and regulations and pay attention to the principles of Good Corporate Governance (GCG).        |



| Agenda RUPS<br>Agenda of the GMS                                                      | Keputusan<br>Decision                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
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| <p>2. Perubahan Anggaran Dasar PT Jakarta Tourisindo (Perseroda).</p>                 | <p>a. Menyetujui perubahan Anggaran Dasar Perusahaan Pasal 3 terkait Pengembangan Bisnis Perusahaan dengan penambahan Klasifikasi Baku Lapangan Usaha Indonesia (KBLI) dengan uraian sebagai berikut :</p> <ol style="list-style-type: none"> <li>73100- Periklanan</li> <li>74149-Aktifitas Desain Konten Kreatif Lainnya</li> <li>90011-Aktifitas Seni Pertunjukan</li> <li>90090- Aktifitas Hiburan, Seni dan Kreatifitas lainnya</li> <li>90030-Aktifitas Impresariat Bidang Seni dan Festival Seni</li> <li>90040-Aktifitas Operasional Fasilitas Seni</li> <li>93191-Promotor Kegiatan Olahraga</li> <li>68112-Penyewaan Venue Penyelenggaraan Aktifitas MICE dan Event Khusus</li> <li>82301-Jasa penyelenggaraan Pertemuan, Perjalanan Insentif Konferensi dan Pameran (MICE)</li> <li>74130-Aktifitas Desain Komunikasi Visual/Desain Grafis</li> <li>74201-Aktifitas Fotografi</li> <li>77100-Aktivitas Penyewaan dan Sewa Guna Usaha Tanpa Hak Opsi Mobil, Bus, Truk Dan Sejenisnya</li> <li>52215-Aktivitas Perparkiran di Luar Badan Jalan (Off Street Parking)</li> </ol> <p>b. Memberikan Kuasa Dan kewenangan kepada Direksi Perseroan, dengan hak substitusi atau kuasa yang ditunjuk untuk melakukan segala tindakan yang diperlukan berkaitan dengan Keputusan Para Pemegang Saham dalam Rapat Umum Pemegang Saham in termasuk menyusun dan menyatakan kembali seluruh Anggaran Dasar ke dalam suatu Akta Notaris dan menyampaikan kepada instansi yang berwenang untuk mendapatkan persetujuan, dan melakukan segala sesuatu yang dipandang perlu dan berguna untuk keperluan tersebut dengan tidak ada satu pun yang dikecualikan.</p> |
| <p>Amendment to the Articles of Association of PT Jakarta Tourisindo (Perseroda).</p> | <p>a. Approved the amendment of the Company's Articles of Association Article 3 related to the Company's Business Development with the addition of the Indonesian Standard Industrial Classification (KBLI) with the following description:</p> <ol style="list-style-type: none"> <li>73100- Advertising</li> <li>74149-Other Creative Content Design Activities</li> <li>90011-Performing Arts Activities</li> <li>90090- Other Entertainment, Arts and Creativity Activities</li> <li>90030-Art Impressionist Activities and Art Festivals</li> <li>90040-Art Facility Operational Activities</li> <li>93191-Promoter of Sports Activities</li> <li>68112-Rental of venues for MICE activities and special events</li> <li>82301-Services for organizing Meetings, Incentive Travel Conferences and Exhibitions (MICE)</li> <li>74130-Visual Communication Design/Graphic Design Activities</li> <li>74201-Photography Activities</li> <li>77100-Rental and Leasing Activities without Option Rights of Cars, Buses, Trucks and the like</li> <li>52215-Off Street Parking Activities</li> </ol> <p>b. To grant Power of Attorney and authority to the Board of Directors of the Company, with the right of substitution or power of attorney appointed to take all necessary actions related to the Resolution of the Shareholders in the General Meeting of Shareholders including compiling and restating the entire Articles of Association into a Notarial Deed and submitting it to the competent institution for approval, and doing everything deemed necessary and useful for such purposes with nothing being excluded.</p>                    |



## Dewan Komisaris

### Board Of Commissioners

Dewan Komisaris merupakan unsur penting dalam struktur tata kelola perusahaan yang memegang fungsi utama pengawasan terhadap penyelenggaraan kegiatan usaha, termasuk di Jakarta Experience Board. Sebagai organ yang bersifat independen, Dewan Komisaris memiliki tanggung jawab untuk memastikan bahwa setiap kebijakan dan keputusan yang diambil Direksi telah sejalan dengan prinsip-prinsip GCG serta ketentuan peraturan yang berlaku, guna mendukung pencapaian tujuan perusahaan secara berkelanjutan dan memberikan nilai tambah bagi seluruh pemangku kepentingan.

Dewan Komisaris JXB terdiri dari individu-individu dengan kompetensi, pengalaman, dan latar belakang profesional yang beragam, meliputi bidang pariwisata, keuangan, hukum, dan manajemen. Keragaman tersebut menjadi modal penting dalam memberikan pengawasan serta arahan strategis yang menyeluruh bagi perusahaan. Dalam rangka menjaga independensi dan objektivitas, anggota Dewan Komisaris tidak terlibat dalam kegiatan operasional harian perusahaan, melainkan menjalankan fungsi pengawasan secara kolektif untuk memastikan perusahaan dikelola sesuai prinsip tata kelola yang transparan, akuntabel, dan profesional.

### Tugas dan Wewenang

Tugas dan wewenang Dewan Komisaris adalah sebagai berikut:

#### 1. Mengawasi Kinerja Direksi

Dewan Komisaris bertugas untuk memantau dan mengevaluasi kinerja Direksi dalam menjalankan operasional perusahaan dan memastikan bahwa kebijakan yang diambil sesuai dengan visi, misi, dan tujuan perusahaan.

#### 2. Memberikan Arahan Strategis

Dewan Komisaris memberikan arahan strategis kepada Direksi untuk pengembangan dan pencapaian tujuan jangka panjang perusahaan. Meskipun tidak terlibat dalam operasional harian, mereka menyetujui rencana jangka panjang dan kebijakan utama perusahaan.

#### 3. Memonitor Kepatuhan terhadap Regulasi

Dewan Komisaris memastikan bahwa perusahaan mematuhi semua peraturan perundang-undangan yang berlaku, baik yang bersifat nasional maupun sektor spesifik, serta kebijakan internal perusahaan.

The Board of Commissioners is an important element in the corporate governance structure that holds the main function of supervising business activities, including those of the Jakarta Experience Board. As an independent body, the Board of Commissioners is responsible for ensuring that every policy and decision made by the Board of Directors is in line with GCG principles and applicable regulations, in order to support the achievement of the company's goals in a sustainable manner and provide added value to all stakeholders.

The JXB Board of Commissioners consists of individuals with diverse competencies, experience, and professional backgrounds, including tourism, finance, law, and management. This diversity is an important asset in providing comprehensive oversight and strategic direction for the company. In order to maintain independence and objectivity, members of the Board of Commissioners are not involved in the company's daily operations, but rather perform a collective supervisory function to ensure that the company is managed in accordance with the principles of transparent, accountable, and professional governance.

### Duties and Authorities

The duties and authorities of the Board of Commissioners are as follows:

#### 1. Supervising the Performance of the Board of Directors

The Board of Commissioners is tasked with monitoring and evaluating the performance of the Board of Directors in conducting the company's operations and ensuring that policies adopted align with the company's vision, mission, and objectives.

#### 2. Providing Strategic Direction

The Board of Commissioners provides strategic direction to the Board of Directors for the development and achievement of the company's long-term goals. While not involved in daily operations, they approve long-term plans and key company policies.

#### 3. Monitoring Compliance with Regulations

The Board of Commissioners ensures that the company complies with all applicable laws and regulations, both national and sector-specific, as well as internal company policies.

- |                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                                    |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>4. Menilai Sistem Pengendalian Internal<br/>Dewan Komisaris bertanggung jawab untuk memastikan efektivitas sistem pengendalian internal perusahaan. Mereka mengevaluasi apakah ada kelemahan dalam sistem yang dapat menimbulkan risiko, dan mengarahkan perbaikan yang diperlukan.</p>                                    | <p>4. Assessing the Internal Control System<br/>The Board of Commissioners is responsible for ensuring the effectiveness of the company's internal control system. They evaluate whether there are weaknesses in the system that could pose risks and direct necessary improvements.</p>           |
| <p>5. Mengevaluasi Laporan Keuangan<br/>Dewan Komisaris memeriksa dan menilai laporan keuangan perusahaan yang disusun oleh Direksi, untuk memastikan bahwa laporan tersebut sesuai dengan standar akuntansi yang berlaku dan mencerminkan kondisi keuangan yang sebenarnya.</p>                                              | <p>5. Evaluating Financial Reports<br/>The Board of Commissioners reviews and assesses the financial reports prepared by the Board of Directors to ensure that the reports conform to applicable accounting standards and accurately reflect the company's financial condition.</p>                |
| <p>6. Memastikan Transparansi dan Akuntabilitas<br/>Dewan Komisaris bertugas untuk memastikan bahwa perusahaan menjalankan operasional secara transparan dan akuntabel, dengan memberikan informasi yang jelas kepada pemangku kepentingan dan menghindari potensi penyalahgunaan wewenang.</p>                               | <p>6. Ensuring Transparency and Accountability<br/>The Board of Commissioners is tasked with ensuring that the company operates transparently and accountably, providing clear information to stakeholders and avoiding potential abuses of authority.</p>                                         |
| <p>7. Menangani Konflik Kepentingan<br/>Dewan Komisaris memiliki kewajiban untuk mengidentifikasi dan menangani potensi konflik kepentingan yang dapat muncul antara pihak internal dan eksternal perusahaan, serta menjaga agar keputusan yang diambil tidak merugikan kepentingan perusahaan atau pemangku kepentingan.</p> | <p>7. Managing Conflicts of Interest<br/>The Board of Commissioners has the obligation to identify and manage potential conflicts of interest that may arise between internal and external parties, ensuring that decisions made do not harm the interests of the company or its stakeholders.</p> |
| <p>8. Melakukan Rapat Secara Berkala<br/>Dewan Komisaris melaksanakan rapat secara berkala dengan Direksi untuk membahas perkembangan perusahaan, hasil evaluasi kinerja, serta perencanaan strategis dan kebijakan yang perlu diambil untuk mendukung kemajuan perusahaan.</p>                                               | <p>8. Holding Regular Meetings<br/>The Board of Commissioners conducts regular meetings with the Board of Directors to discuss the company's developments, performance evaluation results, and strategic planning and policies that need to be adopted to support the company's progress.</p>      |
| <p>9. Meningkatkan Pengelolaan Risiko<br/>Dewan Komisaris berperan dalam memastikan bahwa perusahaan memiliki sistem manajemen risiko yang baik, serta mengidentifikasi dan mengurangi potensi risiko yang dapat mengancam keberlangsungan perusahaan.</p>                                                                    | <p>9. Enhancing Risk Management<br/>The Board of Commissioners plays a role in ensuring that the company has a sound risk management system and identifies and mitigates potential risks that could threaten the company's sustainability.</p>                                                     |
| <p>10. Mengawasi Tindak Lanjut Rekomendasi Audit<br/><br/>Dewan Komisaris bertanggung jawab untuk memantau tindak lanjut terhadap rekomendasi yang diberikan oleh auditor internal dan eksternal, guna memastikan bahwa perbaikan yang disarankan diterapkan secara efektif.</p>                                              | <p>10. Overseeing the Follow-up on Audit Recommendations<br/><br/>The Board of Commissioners is responsible for monitoring follow-up actions on recommendations made by internal and external auditors to ensure that suggested improvements are effectively implemented.</p>                      |
| <p>11. Melindungi Kepentingan Pemangku Kepentingan<br/>Dewan Komisaris memastikan bahwa keputusan yang diambil oleh perusahaan tidak hanya menguntungkan pemegang saham, tetapi juga memperhatikan kepentingan karyawan, konsumen, masyarakat, dan lingkungan.</p>                                                            | <p>11. Protecting Stakeholder Interests<br/>The Board of Commissioners ensures that decisions made by the company benefit not only shareholders but also consider the interests of employees, consumers, the community, and the environment.</p>                                                   |





## 12. Menyusun Kebijakan Remunerasi

Dewan Komisaris terlibat dalam menetapkan kebijakan remunerasi yang adil dan sesuai dengan kontribusi yang diberikan oleh Direksi dan karyawan, guna mendukung motivasi dan kinerja yang optimal.

## 12. Formulating Remuneration Policies

The Board of Commissioners is involved in establishing fair remuneration policies that correspond to the contributions made by the Board of Directors and employees, supporting motivation and optimal performance.

### Pembagian Tugas

Pada tahun 2025, Pembagian tugas Dewan Komisaris dilakukan dengan tujuan untuk memperkuat efektivitas pelaksanaan fungsi pengawasan dan pemberian nasihat. Pengaturan tersebut mengacu pada Keputusan Dewan Komisaris Jakarta Experience Board Nomor: KEP-01/DEKOM/2022 tanggal 7 Januari 2022, yang menetapkan ruang lingkup serta tanggung jawab masing-masing anggota Dewan Komisaris sebagai berikut:

### Division of Duties

In 2025, the division of duties of the Board of Commissioners was carried out with the aim of strengthening the effectiveness of the implementation of supervisory and advisory functions. The arrangement refers to the Jakarta Experience Board of Commissioners Decree Number: KEP-01/DEKOM/2022 dated January 7, 2022, which stipulates the scope and responsibilities of each member of the Board of Commissioners as follows:

| No | Nama<br>Name          | Jabatan<br>Position                       | Pembagian Tugas<br>Division of Duties                                                                                                                                                                                                       |
|----|-----------------------|-------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1  | Biem Triani Benjamin  | Komisaris Utama<br>President Commissioner | Pengawasan Unit Usaha Hotel, Unit Kerja SIA, Perencanaan dan Pengembangan Usaha<br>Supervision of the Hotel Business Unit, SIA Work Unit, Business Planning and Development                                                                 |
| 2  | Yuari Prayanto        | Komisaris<br>Commissioner                 | Pengawasan Unit Usaha Pariwisata, Unit Usaha Catering, Unit Kerja Marketing & Sales, IT, Corporate Secretary<br>Supervision of the Tourism Business Unit, Catering Business Unit, Marketing & Sales Department, IT, and Corporate Secretary |
| 3  | Peronata Taufik Fatah | Komisaris<br>Commissioner                 | Pengawasan Unit Kerja Accounting & Finance, Manajemen Aset, Procurement, HRD<br>Supervision of the Accounting & Finance, Asset Management, Procurement, and HRD Units                                                                       |

### Penilaian Komite di Bawah Dewan Komisaris

Sebagai upaya memperkuat implementasi GCG, Dewan Komisaris Jakarta Experience Board didukung oleh dua komite utama dalam menjalankan fungsi pengawasan dan pemberian nasihat kepada Direksi, yaitu Komite Audit serta Komite Pemantau Risiko dan Kepatuhan. Kehadiran kedua komite tersebut mencerminkan komitmen perusahaan dalam membangun sistem tata kelola yang efektif, transparan, dan berorientasi pada prinsip kehati-hatian.

### Assessment of Committees Under the Board of Commissioners

In an effort to strengthen the implementation of GCG, the Board of Commissioners of Jakarta Experience Board is supported by two main committees in carrying out its supervisory and advisory functions to the Board of Directors, namely the Audit Committee and the Risk and Compliance Monitoring Committee. The presence of these two committees reflects the company's commitment to building an effective, transparent, and prudent governance system.

Dewan Komisaris menilai bahwa Komite Audit maupun Komite Pemantau Risiko dan Kepatuhan telah menjalankan peran dan tanggung jawabnya secara optimal. Kedua komite menunjukkan dedikasi tinggi terhadap penerapan integritas, akuntabilitas, dan profesionalisme, serta memberikan kontribusi signifikan dalam memperkuat praktik tata kelola perusahaan. Hasil penilaian ini selanjutnya menjadi landasan bagi penyempurnaan peran dan fungsi komite ke depan, sehingga efektivitas pengawasan dapat terus ditingkatkan dan mendukung kinerja perusahaan yang berkelanjutan.

The Board of Commissioners considers that both the Audit Committee and the Risk and Compliance Monitoring Committee have performed their roles and responsibilities optimally. Both committees have demonstrated a high level of dedication to the application of integrity, accountability, and professionalism, and have made significant contributions to strengthening corporate governance practices. The results of this assessment will serve as the basis for refining the roles and functions of the committees in the future, so that the effectiveness of supervision can continue to be improved and support the company's sustainable performance.

## Pedoman Kerja Dewan Komisaris

Sebagai wujud komitmen terhadap penerapan tata kelola perusahaan yang baik, Dewan Komisaris melaksanakan tugas dan tanggung jawabnya dengan berpedoman pada ketentuan kerja yang sistematis dan terstruktur. Pedoman tersebut tertuang dalam Tata Tertib Kerja Dewan Komisaris dan Board Manual yang ditetapkan melalui Surat Keputusan Direksi Nomor 24 Tahun 2017 tentang Pedoman Direksi dan Dewan Komisaris PT Jakarta Tourisindo, yang mulai berlaku pada 18 Mei 2017 dan telah diperbarui pada 30 Desember 2021.

Pedoman ini berfungsi sebagai acuan resmi bagi Dewan Komisaris dalam menjalankan fungsi pengawasan serta pemberian nasihat kepada Direksi dengan mengedepankan prinsip transparansi, akuntabilitas, tanggung jawab, independensi, dan kewajaran. Pembaruan pedoman dilakukan secara berkala guna menyesuaikan dengan perkembangan praktik GCG, kebutuhan organisasi, serta ketentuan peraturan yang berlaku sehingga tetap relevan dan efektif.

Isi Pokok Pedoman Kerja Dewan Komisaris meliputi:

1. **Tata Cara dan Mekanisme Kerja**  
Mengatur ruang lingkup tugas, pola koordinasi dengan Direksi, pelaksanaan rapat Dewan Komisaris, serta mekanisme pelaporan hasil pengawasan.
2. **Hubungan Kerja dengan Direksi**  
Menjelaskan prinsip hubungan kerja yang profesional dan saling menghormati fungsi masing-masing, termasuk koordinasi dalam proses pengambilan keputusan strategis perusahaan.
3. **Etika dan Kepatuhan**  
Menegaskan pentingnya menjunjung tinggi integritas, independensi, serta etika profesional dalam pelaksanaan tugas Dewan Komisaris.
4. **Rapat dan Dokumentasi**  
Mengatur ketentuan frekuensi rapat, prosedur pemanggilan dan pelaksanaan rapat, serta penyusunan dokumentasi dan notulensi sebagai bentuk akuntabilitas.
5. **Penilaian Kinerja**  
Memuat mekanisme evaluasi kinerja Dewan Komisaris, baik secara kolektif maupun individu, sebagai bagian dari upaya perbaikan berkelanjutan.
6. **Peningkatan Kompetensi**  
Menetapkan ketentuan terkait pelatihan dan pengembangan kompetensi anggota Dewan Komisaris guna menunjang efektivitas pelaksanaan fungsi pengawasan.

## Working Guidelines of the Board of Commissioners

As a manifestation of its commitment to implementing good corporate governance, the Board of Commissioners carries out its duties and responsibilities in accordance with systematic and structured work regulations. These guidelines are outlined in the Board of Commissioners' Work Procedures and Board Manual, which were established through Board of Directors Decree No. 24 of 2017 concerning Guidelines for the Board of Directors and Board of Commissioners of PT Jakarta Tourisindo, which came into effect on May 18, 2017, and was updated on December 30, 2021.

These guidelines serve as an official reference for the Board of Commissioners in carrying out its supervisory and advisory functions to the Board of Directors by promoting the principles of transparency, accountability, responsibility, independence, and fairness. The guidelines are updated periodically to keep pace with developments in GCG practices, organizational needs, and applicable regulations so that they remain relevant and effective.

The main contents of the Board of Commissioners' Work Guidelines include:

1. **Work Procedures and Mechanisms**  
Regulates the scope of duties, coordination patterns with the Board of Directors, the implementation of Board of Commissioners' meetings, and the mechanism for reporting the results of supervision.
2. **Working Relationship with the Board of Directors**  
Explains the principles of a professional working relationship and mutual respect for each other's functions, including coordination in the company's strategic decision-making process.
3. **Ethics and Compliance**  
Emphasizes the importance of upholding integrity, independence, and professional ethics in the performance of the Board of Commissioners' duties.
4. **Meetings and Documentation**  
Regulates the frequency of meetings, procedures for convening and conducting meetings, and the preparation of documentation and minutes as a form of accountability.
5. **Performance Assessment**  
Contains mechanisms for evaluating the performance of the Board of Commissioners, both collectively and individually, as part of continuous improvement efforts.
6. **Competency Improvement**  
Stipulates provisions related to training and competency development for members of the Board of Commissioners to support the effective implementation of their supervisory functions.



## Pendidikan dan Pelatihan Dewan Komisaris Tahun 2025

Program pendidikan dan pelatihan bagi Dewan Komisaris sepanjang tahun 2025 menjadi salah satu upaya strategis untuk memperkuat efektivitas fungsi pengawasan dan pembinaan terhadap Direksi, sekaligus meningkatkan kualitas tata kelola perusahaan. Sebagai organ yang memiliki tanggung jawab dalam mengawasi kebijakan perusahaan serta memberikan arahan strategis, Dewan Komisaris dituntut untuk senantiasa memperbarui kompetensinya agar mampu merespons dinamika industri dan perubahan regulasi yang terus berkembang.

Pada tahun 2025, Dewan Komisaris telah mengikuti pelatihan Mencegah Keputusan Bisnis BUMN/D Terjerat dalam Kasus Korupsi yang diselenggarakan oleh Visi Integritas pada 6 Desember 2025.

## Education and Training for the Board of Commissioners in 2025

The education and training program for the Board of Commissioners throughout 2025 is one of the strategic efforts to strengthen the effectiveness of the supervisory and guidance functions of the Board of Directors, while improving the quality of corporate governance. As the body responsible for overseeing company policies and providing strategic direction, the Board of Commissioners is required to continuously update its competencies in order to respond to the dynamics of the industry and ongoing regulatory changes.

In 2025, the Board of Commissioners participated in the training of Preventing BUMN/D Business Decisions from Being Entangled in Corruption Cases organized by Visi Integritas on December 6, 2025.

## Pelaksanaan Tugas Dewan Komisaris Tahun 2025

Sepanjang tahun 2025, Dewan Komisaris telah melakukan beberapa tugas sebagai berikut:

- Rapat bulanan dengan Direksi
- Kunjungan ke unit usaha
- Monitoring kegiatan pembangunan yang dibiayai dari dana PMD
- Rapat Triwulanan dengan BP BUMD
- Rapat internal Dekom
- Rapat dengan Auditor Internal
- Rapat dengan Auditor eksternal
- Rapat evaluasi kinerja dengan unit usaha
- Mengikuti kegiatan FGD yang difasilitasi oleh BP BUMD
- Penyusunan Program Kerja Dekom utk tahun 2026 dan usulan Target KPI Dekom tahun 2026
- Penyusunan laporan pelaksanaan KPI Dekom tahun 2025
- Evaluasi Terhadap Penerapan Pengendalian Internal
- Evaluasi Terhadap Pelaksanaan Manajemen Risiko.

## Duties Implementation the Board of Commissioners in 2025

Throughout 2025, the Board of Commissioners has carried out duties as follows:

- Monthly meetings with the Board of Directors
- Visit to business units
- Monitoring development activities funded by PMD funds
- Quarterly meetings with the Regional-Owned Enterprises Management Board
- Internal Board of Commissioners meetings
- Meetings with Internal Auditors
- Meetings with External Auditors
- Performance evaluation meetings with business units
- Participating in Focus Group Discussions (FGDs) facilitated by the Regional-Owned Enterprises Management Board
- Preparation of the Board of Commissioners Work Program for 2026 and proposed 2026 Board of Commissioners KPI Targets
- Preparation of the Board of Commissioners KPI Implementation Report for 2025
- Evaluation of Internal Control Implementation
- Evaluation of Risk Management Implementation.

# Direksi

## Board Of Directors

### Ruang Lingkup Pekerjaan dan Tanggung Jawab Direktur

#### A. Ikhtisar Jabatan

Direksi merupakan organ perusahaan yang memegang peran utama dalam pengelolaan serta pengelolaan seluruh kegiatan operasional perusahaan. Pada Jakarta Experience Board, struktur, tugas, dan kewenangan Direksi telah ditetapkan secara tegas dalam Anggaran Dasar Perseroan serta mengacu pada ketentuan peraturan perundang-undangan yang berlaku, khususnya Peraturan Gubernur Provinsi DKI Jakarta Nomor 109 Tahun 2011 tentang Kepengurusan Badan Usaha Milik Daerah, sebagaimana terakhir diubah melalui Peraturan Gubernur Provinsi DKI Jakarta Nomor 180 Tahun 2015.

Regulasi tersebut mengatur komposisi, kewenangan, tanggung jawab, serta batasan masa jabatan Direksi dalam menjalankan fungsi pengelolaan perusahaan. Melalui pengaturan ini, diharapkan pengelolaan BUMD, termasuk JXB, dapat berlangsung secara profesional, efisien, serta selaras dengan prinsip-prinsip tata kelola perusahaan yang baik.

#### B. Tugas, Wewenang, dan Tanggung Jawab Tugas Direksi

1. Menyusun rencana strategis perusahaan (Rencana Jangka Panjang Perusahaan/RJPP dan Rencana Kerja dan Anggaran Perusahaan/RKAP).
2. Melaksanakan pengelolaan perusahaan sesuai dengan visi, misi, dan tujuan perusahaan.
3. Mengelola kegiatan operasional perusahaan secara efisien, efektif, dan profesional.
4. Menyusun laporan tahunan dan laporan keuangan untuk disampaikan kepada Dewan Komisaris dan Pemegang Saham.
5. Menerapkan prinsip GCG dalam setiap aspek pengelolaan perusahaan.
6. Menjaga dan mengembangkan nilai perusahaan serta meningkatkan kinerja usaha.

#### Wewenang Direksi

1. Mengangkat dan memberhentikan pegawai sesuai dengan struktur organisasi dan kebutuhan perusahaan.
2. Menandatangani perjanjian dan dokumen hukum atas nama perusahaan.
3. Mengelola dan mengendalikan kekayaan perusahaan sesuai dengan ketentuan peraturan perundang-undangan.

### Scope of Work and Responsibilities of the Directors

#### A. Job Summary

The Board of Directors is the company body that plays a major role in the administration and management of all company operations. At the Jakarta Experience Board, the structure, duties, and authorities of the Board of Directors have been clearly stipulated in the Company's Articles of Association and refer to the provisions of applicable laws and regulations, particularly DKI Jakarta Provincial Governor Regulation No. 109 of 2011 concerning the Management of Regional Owned Enterprises, as last amended by DKI Jakarta Provincial Governor Regulation No. 180 of 2015.

This regulation governs the composition, authority, responsibilities, and term limits of the Board of Directors in carrying out their corporate management functions. Through this regulation, it is hoped that the management of BUMDs, including JXB, can be carried out professionally, efficiently, and in accordance with the principles of good corporate governance.

#### B. Duties, Authority, and Responsibilities Duties of the Board of Directors

1. Formulate the company's strategic plan (Company Long-Term Plan/RJPP and Company Work Plan and Budget/RKAP).
2. Implement the company's management in accordance with its vision, mission, and objectives.
3. Manage the company's operational activities efficiently, effectively, and professionally.
4. Prepare annual reports and financial statements to be submitted to the Board of Commissioners and Shareholders.
5. Apply GCG principles in every aspect of the company's management.
6. Preserve and develop the company's value and enhance business performance.

#### Authority of the Board of Directors

1. Appoint and dismiss employees in accordance with the organizational structure and the company's needs.
2. Sign agreements and legal documents on behalf of the company.
3. Manage and control the company's assets in accordance with applicable laws.

4. Menunjuk kuasa untuk mewakili Direksi dalam tindakan hukum tertentu.
5. Menetapkan kebijakan internal perusahaan sepanjang tidak bertentangan dengan Anggaran Dasar dan peraturan yang berlaku.
6. Melakukan tindakan hukum terhadap pihak ketiga atas nama perusahaan.

#### Tanggung Jawab Direksi

1. Bertanggung jawab penuh atas pengelolaan perusahaan untuk kepentingan dan tujuan perusahaan.
2. Bertanggung jawab atas kebenaran, kelengkapan, dan ketepatan waktu laporan keuangan perusahaan.
3. Menjamin pelaksanaan seluruh kewajiban perusahaan sesuai peraturan yang berlaku.
4. Menjaga kepentingan perusahaan terhadap risiko usaha dengan mengembangkan sistem pengendalian internal dan manajemen risiko.
5. Melaksanakan tugasnya dengan itikad baik, penuh tanggung jawab, dan kehati-hatian sebagaimana standar profesionalisme pengelolaan perusahaan.
6. Menanggapi dan menindaklanjuti hasil pengawasan serta rekomendasi dari Dewan Komisaris.

4. Appoint representatives to act on behalf of the Board of Directors in specific legal actions.
5. Establish internal company policies as long as they do not conflict with the Articles of Association and applicable regulations.
6. Take legal actions against third parties on behalf of the company

#### Responsibilities of the Board of Directors

1. Fully responsible for the management and administration of the company for the interests and objectives of the company.
2. Responsible for the accuracy, completeness, and timeliness of the company's financial reports.
3. Ensure the execution of all corporate obligations in accordance with applicable regulations.
4. Safeguard the company's interests against business risks by developing internal control systems and risk management.
5. Carry out their duties in good faith, with full responsibility, and with caution as per the standards of professionalism in corporate management.
6. Respond to and follow up on the results of oversight and recommendations from the Board of Commissioners.

### Ruang Lingkup Pekerjaan dan Tanggung Jawab Masing-Masing Anggota Direksi

Tugas dan tanggung jawab masing-masing anggota Direksi adalah sebagai berikut:

### Scope of Work and Responsibilities of Each Member of the Board of Directors

Duties and responsibilities of each member of the Board of Directors is as follows:

| Nama Name                              | Jabatan Position                                                             | Area Supervisi Supervision Area                                                                                                                                                                                              |
|----------------------------------------|------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Yunn Bali Mohammad Yusuf, S.Si., M.M.  | Direktur Utama<br>President Director                                         | <ol style="list-style-type: none"> <li>1. Satuan Internal Audit &amp; Manajemen Risiko</li> <li>2. Corporate Secretary</li> <li>3. Bidang Strategic Planning &amp; Development</li> <li>4. Bidang Procurement</li> </ol>     |
| Zulfarshah, S.E., M.M.                 | Direktur Administrasi dan Keuangan<br>Director of Administration and Finance | <ol style="list-style-type: none"> <li>1. Internal Audit &amp; Risk Management Unit</li> <li>2. Corporate Secretary</li> <li>3. Strategic Planning &amp; Development</li> <li>4. Procurement</li> </ol>                      |
| Bogi Aditya Satrio Nugroho, S.T., M.M. | Direktur Bisnis dan Operasional<br>Director of Business and Operations       | <ol style="list-style-type: none"> <li>1. Bidang Finance &amp; Accounting</li> <li>2. Bidang Human Resource Development</li> <li>3. Bidang Asset Management</li> <li>4. Bidang IT Strategy &amp; Development</li> </ol>      |
|                                        |                                                                              | <ol style="list-style-type: none"> <li>1. Finance &amp; Accounting</li> <li>2. Human Resource Development</li> <li>3. Asset Management</li> <li>4. IT Strategy &amp; Development</li> </ol>                                  |
|                                        |                                                                              | <ol style="list-style-type: none"> <li>1. General Manager &amp; Hotel Manager Pada Unit-Unit Hotel</li> <li>2. Bidang Pariwisata</li> <li>3. Bidang Marketing Product &amp; Promotion</li> <li>4. Bidang Catering</li> </ol> |
|                                        |                                                                              | <ol style="list-style-type: none"> <li>1. General Manager &amp; Hotel Manager at Hotel Units</li> <li>2. Tourism</li> <li>3. Marketing, Product &amp; Promotion</li> <li>4. Catering</li> </ol>                              |





## Penilaian atas Komite Direksi

PT Jakarta Tourisindo (Perseroda) tidak membentuk maupun memiliki komite yang berada di bawah koordinasi Direksi pada tahun 2025.

## Pedoman Kerja Direksi

Pedoman Kerja Direksi disusun sebagai rujukan resmi dalam pelaksanaan tugas, kewenangan, dan tanggung jawab Direksi, guna memastikan penerapan prinsip tata kelola perusahaan yang baik. Pedoman tersebut mengacu pada Board Manual yang ditetapkan melalui Surat Keputusan Direksi Nomor 24 Tahun 2017 tentang Pedoman Direksi dan Dewan Komisaris PT Jakarta Tourisindo tanggal 18 Mei 2017, yang kemudian diperbarui pada 30 Desember 2021 sebagai bentuk penyesuaian terhadap dinamika perusahaan serta perkembangan regulasi yang berlaku.

Dalam pedoman tersebut, Direksi memegang tanggung jawab penuh atas pengelolaan perusahaan sesuai dengan visi, misi, dan sasaran strategis perusahaan. Direksi berperan dalam pengambilan keputusan operasional, penyusunan rencana bisnis, serta memastikan seluruh kegiatan usaha dilaksanakan secara efektif, efisien, dan akuntabel.

Pokok-pokok Pedoman Kerja Direksi meliputi sebagai berikut:

1. Persyaratan dan komposisi Direksi
2. Tanggung Jawab Direksi
3. Tugas dan Kewajiban Dewan Komisaris
4. Wewenang Direksi
5. Hak-hak Direksi
6. Independensi Direksi
7. Etika Jabatan
8. Penetapan Kebijakan Pengurusan Perusahaan Oleh Direksi
9. Pendelegasian Wewenang di antara anggota Direksi Perusahaan
10. Pembagian Tugas Direksi
11. Rapat Direksi
12. Sekretaris Perusahaan
13. Satuan Internal Audit

## Pendidikan dan Pelatihan Direksi Tahun 2025

Kegiatan pendidikan dan pelatihan bagi Direksi sepanjang tahun 2025 merupakan bagian penting dari upaya berkelanjutan untuk meningkatkan kompetensi, profesionalisme, serta kualitas pengelolaan perusahaan. Program ini menjadi salah satu wujud penerapan prinsip GCG, dengan tujuan memperkuat kemampuan Direksi dalam merespons dinamika dan kompleksitas tantangan bisnis yang terus berkembang.

## Assessment of the Board of Directors' Committees

PT Jakarta Tourisindo (Perseroda) did not establish or have any committees under the coordination of the Board of Directors in 2025.

## Working Guidelines of the Board of Directors

The Board of Directors' Work Guidelines are compiled as an official reference in the implementation of the duties, authorities, and responsibilities of the Board of Directors, to ensure the application of good corporate governance principles. These guidelines refer to the Board Manual established through Board of Directors Decree No. 24 of 2017 concerning Guidelines for the Board of Directors and Board of Commissioners of PT Jakarta Tourisindo dated May 18, 2017, which was then updated on December 30, 2021, as an adjustment to the dynamics of the company and developments in applicable regulations.

In these guidelines, the Board of Directors holds full responsibility for managing the company in accordance with the company's vision, mission, and strategic objectives. The Board of Directors plays a role in operational decision-making, business plan preparation, and ensuring that all business activities are carried out effectively, efficiently, and accountably.

The main points of the Board of Directors' Work Guidelines are as follows:

1. Requirements and composition of the Board of Directors
2. Responsibilities of the Board of Directors
3. Duties and Obligations of the Board of Commissioners
4. Authority of the Board of Directors
5. Rights of the Board of Directors
6. Independence of the Board of Directors
7. Code of Ethics for Positions
8. Establishment of Company Management Policies by the Board of Directors
9. Delegation of Authority among the members of the Company's Board of Directors
10. Division of Duties of the Board of Directors
11. Board of Directors Meetings
12. Corporate Secretary
13. Internal Audit Unit

## Education and Training for Directors in 2025

Education and training activities for the Board of Directors throughout 2025 are an important part of ongoing efforts to improve competence, professionalism, and the quality of company management. This program is a manifestation of the application of GCG principles, with the aim of strengthening the Board of Directors' ability to respond to the dynamics and complexity of ever-evolving business challenges.



Pada tahun 2025, Direksi telah mengikuti pelatihan sebagai berikut:

1. Mencegah Keputusan Bisnis BUMN/D Terjerat dalam Kasus Korupsi yang diselenggarakan oleh Visi Integritas pada 6 Desember 2025.
2. Pelatihan *Government Relation Specialist* yang diselenggarakan oleh Kompas Institute pada 10-12 September 2025.
3. Pelatihan Meet The Leaders 7 yang diselenggarakan oleh Universitas Paramdina pada 20 September 2025.

### Pelaksanaan Tugas Direksi Tahun 2025

Sepanjang tahun 2025, Direksi telah melakukan beberapa tugas sebagai berikut:

1. Perumusan dan Penetapan Strategi Perusahaan, termasuk penyusunan rencana kerja dan anggaran Perusahaan (RKA) serta arah kebijakan strategis guna mendukung keberlanjutan dan pertumbuhan usaha.
2. Pengelolaan Operasional Perusahaan, dengan memastikan seluruh kegiatan usaha berjalan secara efektif dan efisien sesuai dengan rencana yang telah ditetapkan.
3. Pengembangan dan Diversifikasi Usaha, melalui inisiasi dan implementasi lini bisnis baru, seperti event, filming, dan *property management*, guna memperluas sumber pendapatan Perusahaan.
4. Peningkatan Kinerja Keuangan, melalui optimalisasi pendapatan, pengendalian biaya, serta pengelolaan arus kas secara prudent.
5. Penguatan Tata Kelola Perusahaan (GCG), dengan memastikan kepatuhan terhadap peraturan perundang-undangan, penerapan prinsip transparansi, akuntabilitas, responsibilitas, independensi, dan kewajaran.
6. Manajemen Risiko dan Pengendalian Internal, termasuk identifikasi, mitigasi, serta pengawasan terhadap risiko-risiko yang dapat mempengaruhi kinerja Perusahaan.
7. Pengembangan Sumber Daya Manusia (SDM), melalui peningkatan kompetensi, produktivitas, serta pembentukan budaya kerja yang profesional dan adaptif.
8. Penguatan Sinergi dan Kemitraan Strategis, baik dengan pemerintah, BUMN/BUMD, maupun sektor swasta, untuk mendukung pengembangan bisnis Perusahaan.
9. Pelaporan dan Pertanggungjawaban kepada Dewan Komisaris dan Pemegang Saham, melalui penyampaian laporan kinerja secara berkala serta tindak lanjut atas arahan dan rekomendasi yang diberikan.

In 2025, the Board of Directors has participated in the following trainings:

1. Preventing State-Owned Enterprises (BUMN/D) Business Decisions from Being Entangled in Corruption Cases, held by Visi Integritas on December 6, 2025.
2. Government Relations Specialist Training held by Kompas Institute on September 10-12, 2025.
3. Meet the Leaders 7 Training held by Paramdina University on September 20, 2025.

### Duties Implementation the Board of Directors in 2025

Throughout 2025, the Board of Directors has carried out duties as follows:

1. Formulation and Determination of Corporate Strategy, including the preparation of the Company's work plan and budget (RKA) and strategic policy direction to support business sustainability and growth.
2. Company Operational Management, by ensuring all business activities run effectively and efficiently in accordance with established plans.
3. Business Development and Diversification, through the initiation and implementation of new business lines, such as events, filming, and property management, to expand the Company's revenue streams.
4. Financial Performance Improvement, through revenue optimization, cost control, and prudent cash flow management.
5. Strengthening Corporate Governance (GCG), by ensuring compliance with laws and regulations, and implementing the principles of transparency, accountability, responsibility, independence, and fairness.
6. Risk Management and Internal Control, including the identification, mitigation, and oversight of risks that could impact the Company's performance.
7. Human Resource Development, through increasing competence and productivity, and establishing a professional and adaptive work culture.
8. Strengthening synergies and strategic partnerships with the government, state-owned enterprises (SOEs) and regionally-owned enterprises (BUMDs), and the private sector to support the Company's business development.
9. Reporting and accountability to the Board of Commissioners and shareholders, through the submission of regular performance reports and follow-up on directions and recommendations.

# Prosedur Nominasi dan Remunerasi Dewan Komisaris dan Direksi

## Procedures for The Nomination and Remuneration of The Board of Commissioners And Board of Directors

### Kebijakan Nominasi

Kebijakan nominasi Perseroan mengacu kepada Peraturan Gubernur Provinsi DKI Jakarta Nomor 79 Tahun 2019 Tentang Pedoman Penetapan Penghasilan Direksi, Dewan Pengawas, dan Dewan Komisaris Badan Usaha Milik Daerah.

### Prosedur Nominasi

Berikut adalah prosedur nominasi Perseroan:

1. Penetapan dalam RUPS Tahunan
2. Pembahasan BPBUMD sebagai perwakilan pemegang saham dengan Dewan Komisaris
3. Penetapan remunerasi Direksi & Komisaris oleh BPBUMD yang ditujukan kepada Dewan Komisaris

### Kebijakan Remunerasi

Kebijakan remunerasi bagi Direksi dan Dewan Komisaris disusun sebagai bagian dari implementasi prinsip tata kelola perusahaan yang baik, sekaligus untuk memastikan transparansi dan akuntabilitas dalam pengelolaan BUMD. Kebijakan tersebut mengacu pada Peraturan Gubernur Provinsi DKI Jakarta Nomor 79 Tahun 2019 tanggal 7 Agustus 2019 mengenai Pedoman Penetapan Penghasilan Direksi, Dewan Pengawas, dan Dewan Komisaris BUMD.

Dalam ketentuan tersebut, penetapan penghasilan Direksi dan Dewan Komisaris didasarkan pada prinsip keadilan, kewajaran, serta mempertimbangkan kinerja perusahaan. Struktur remunerasi terdiri atas komponen tetap, seperti gaji pokok dan tunjangan, serta komponen variabel berupa insentif yang dikaitkan dengan tingkat pencapaian kinerja perusahaan, termasuk di PT Jakarta Tourisindo (Persero).

### Struktur Honorarium Dewan Komisaris dan Direksi

Pada tahun 2025, komposisi honorarium serta fasilitas yang diberikan kepada Dewan Komisaris dan Direksi telah ditetapkan dan disesuaikan dengan ketentuan yang berlaku, dengan rincian sebagai berikut:

### Nomination Policy

The Company's nomination policy refers to the Regulation of the Governor of DKI Jakarta Province Number 79 of 2019 concerning Guidelines for Determining the Income of Directors, Supervisory Boards, and Boards of Commissioners of Regionally-Owned Enterprises.

### Nomination Procedure

The Company's nomination procedures are as follows:

1. Determination at the Annual General Meeting of Shareholders
2. Discussion between BPBUMD, as the shareholder representative, and the Board of Commissioners
3. Determination of remuneration for Directors and Commissioners by BPBUMD, addressed to the Board of Commissioners

### Remuneration Policy

The remuneration policy for the Board of Directors and Board of Commissioners was formulated as part of the implementation of good corporate governance principles, as well as to ensure transparency and accountability in the management of BUMD. This policy refers to DKI Jakarta Provincial Governor Regulation No. 79 of 2019 dated August 7, 2019, concerning Guidelines for Determining the Income of the Board of Directors, Supervisory Board, and Board of Commissioners of BUMD.

Under these provisions, the determination of the remuneration of the Board of Directors and Board of Commissioners is based on the principles of fairness and reasonableness, as well as consideration of the company's performance. The remuneration structure consists of fixed components, such as basic salary and allowances, as well as variable components in the form of incentives linked to the company's performance level, including at PT Jakarta Tourisindo (Persero).

### Structure of Honorarium for the Board of Commissioners and Board of Directors

In 2025, the composition of honoraria and facilities provided to the Board of Commissioners and Board of Directors has been determined and adjusted in accordance with applicable regulations, with the following details:



| No | Uraian<br>Description                                           | Dasar Hukum<br>Legal Basis                                                                              |
|----|-----------------------------------------------------------------|---------------------------------------------------------------------------------------------------------|
| 1  | Gaji                                                            | Peraturan Gubernur DKI Jakarta Nomor 79 Tahun 2019<br>Governor of DKI Jakarta Regulation No. 79 of 2019 |
| 2  | Tunjangan<br>Allowances                                         |                                                                                                         |
|    | Tunjangan Hari Raya<br>Holiday Allowance                        | Peraturan Gubernur DKI Jakarta Nomor 79 Tahun 2019<br>Governor of DKI Jakarta Regulation No. 79 of 2019 |
|    | Tunjangan Jabatan<br>Position Allowance                         | Peraturan Gubernur DKI Jakarta Nomor 79 Tahun 2019<br>Governor of DKI Jakarta Regulation No. 79 of 2019 |
|    | Tunjangan Cuti Tahunan<br>Annual Leave Allowance                | Peraturan Gubernur DKI Jakarta Nomor 79 Tahun 2019<br>Governor of DKI Jakarta Regulation No. 79 of 2019 |
|    | Asuransi Purna Jabatan<br>Post-Service Insurance                | Peraturan Gubernur DKI Jakarta Nomor 79 Tahun 2019<br>Governor of DKI Jakarta Regulation No. 79 of 2019 |
| 3  | Fasilitas<br>Facilities                                         |                                                                                                         |
|    | Fasilitas Kesehatan<br>Health Facilities                        | Peraturan Gubernur DKI Jakarta Nomor 79 Tahun 2019<br>Governor of DKI Jakarta Regulation No. 79 of 2019 |
|    | Fasilitas Bantuan Hukum<br>Legal Assistance Facilities          | Peraturan Gubernur DKI Jakarta Nomor 79 Tahun 2019<br>Governor of DKI Jakarta Regulation No. 79 of 2019 |
|    | Fasilitas Pengganti Kendaraan<br>Vehicle Replacement Facilities | Peraturan Gubernur DKI Jakarta Nomor 79 Tahun 2019<br>Governor of DKI Jakarta Regulation No. 79 of 2019 |
| 4  | Tantiem/Insentif Kerja<br>Bonus/Work Incentive                  | Peraturan Gubernur DKI Jakarta Nomor 79 Tahun 2019<br>Governor of DKI Jakarta Regulation No. 79 of 2019 |

## Prosedur Penetapan Penghasilan Dewan Komisaris dan Direksi

Penetapan penghasilan bagi Dewan Komisaris dan Direksi PT Jakarta Tourisindo dilaksanakan melalui mekanisme yang sistematis dan transparan, dengan berpedoman pada prinsip tata kelola perusahaan yang baik serta mengacu pada ketentuan yang berlaku, khususnya Peraturan Gubernur Provinsi DKI Jakarta Nomor 79 Tahun 2019 tentang Pedoman Penetapan Penghasilan Direksi, Dewan Pengawas, dan Dewan Komisaris BUMD.

Adapun proses penetapan penghasilan tersebut dilakukan melalui tahapan sebagai berikut:

1. Penetapan penghasilan Direksi dan Dewan Komisaris Perseroda didasarkan pada laporan keuangan yang telah diaudit oleh Kantor Akuntan Publik.
2. Direksi menyampaikan hasil audit tersebut kepada Kepala Badan untuk dilakukan kajian, dengan dukungan dari Perangkat Daerah terkait apabila diperlukan.
3. Hasil kajian selanjutnya diusulkan oleh Kepala Badan kepada RUPS untuk memperoleh penetapan.
4. Kepala Badan memiliki kewenangan untuk hadir dan mengambil keputusan dalam RUPS terkait penetapan penghasilan Direksi dan Dewan Komisaris.
5. Kewenangan tersebut tidak berlaku apabila Gubernur hadir secara langsung dalam pelaksanaan RUPS.

## Procedure for Determining the Income of the Board of Commissioners and Board of Directors

The determination of income for the Board of Commissioners and Directors of PT Jakarta Tourisindo is carried out through a systematic and transparent mechanism, guided by the principles of good corporate governance and referring to applicable regulations, particularly DKI Jakarta Provincial Governor Regulation No. 79 of 2019 concerning Guidelines for Determining the Income of Directors, Supervisory Board, and Board of Commissioners of Regional Owned Enterprises.

The process of determining remuneration is carried out in the following stages:

1. The remuneration of the Board of Directors and Board of Commissioners of Perseroda is based on financial statements that have been audited by a Public Accounting Firm.
2. The Board of Directors submits the audit results to the Head of the Agency for review, with the support of the relevant Regional Apparatus if necessary.
3. The results of the review are then proposed by the Head of the Agency to the GMS for approval.
4. The Head of the Agency has the authority to attend and make decisions at the GMS regarding the determination of the remuneration of the Board of Directors and Board of Commissioners.
5. This authority does not apply if the Governor is present in person at the GMS.

6. Apabila pelaksanaan RUPS oleh Gubernur dikuasakan kepada pejabat lain, Kepala Badan menyampaikan rancangan usulan kepada pejabat yang ditunjuk tersebut terkait penetapan penghasilan Direksi dan Dewan Komisaris Perseroda.
7. Pejabat yang menerima kuasa dari Gubernur memiliki kewenangan untuk mengambil keputusan dalam RUPS.

### Keputusan RUPS atas gaji Direksi dan Honorarium Dewan Komisaris tahun 2025

Atas gaji Direksi dan Dewan Komisaris, dalam RUPS Tahunan diputuskan bahwa Kewenangan diberikan kepada Pemerintah Provinsi DKI Jakarta untuk menetapkan penghasilan dan berikut fasilitas Direksi dan Dewan Komisaris Perseroan sebagaimana diatur didalam Peraturan Gubernur Nomor 79 Tahun 2019 tentang Pedoman Penetapan Penghasilan Direksi Badan Pengawas dan Dewan Komisaris BUMD. Selanjutnya terhadap keputusan tersebut akan diserahkan kepada Dewan Komisaris.

6. If the Governor delegates the implementation of the GMS to another official, the Head of the Agency submits a draft proposal to the appointed official regarding the determination of the remuneration of the Board of Directors and Board of Commissioners of the Regional Owned Enterprise.
7. The official who receives the power of attorney from the Governor has the authority to make decisions at the GMS.

### RUPS Decision on the Salary of the Board of Directors and Honorarium of the Board of Commissioners for 2025

Regarding the salaries of the Board of Directors and the Board of Commissioners, in the Annual GMS it was decided that the Authority was given to the DKI Jakarta Provincial Government to determine the income and facilities of the Company's Directors and Board of Commissioners as stipulated in Governor Regulation Number 79 of 2019 concerning Guidelines for Determining the Income of Directors of the Supervisory Board and the Board of Commissioners of BUMD. Furthermore, the decision will be submitted to the Board of Commissioners.

## Rapat Dewan Komisaris dan Direksi

### Board of Commissioners and Board of Directors Meetings

#### Frekuensi dan Tingkat Kehadiran Rapat

Rapat Direksi merupakan sarana strategis bagi manajemen dalam membahas serta menetapkan keputusan penting yang berkaitan dengan operasional maupun pengembangan perusahaan. Mengacu pada Pedoman Kerja Direksi serta ketentuan peraturan yang berlaku, Direksi PT Jakarta Tourisindo diwajibkan menyelenggarakan rapat secara berkala guna memastikan proses koordinasi, pembahasan, dan pengambilan keputusan dilakukan secara kolektif serta akuntabel.

Kehadiran setiap anggota Direksi dalam rapat didokumentasikan secara resmi dan dilaporkan sebagai bagian dari penilaian kinerja, baik secara individu maupun kolektif. Seluruh dokumen rapat, termasuk risalah dan daftar hadir, disimpan sebagai arsip resmi perusahaan yang dapat digunakan sebagai referensi dalam proses evaluasi maupun audit internal dan eksternal.

Adapun frekuensi pelaksanaan rapat serta tingkat kehadiran Dewan Komisaris dan Direksi disajikan pada tabel berikut:

#### Frequency and Attendance Rate of Meetings

Board meetings are a strategic means for management to discuss and make important decisions related to the company's operations and development. Referring to the Board of Directors' Work Guidelines and applicable regulations, the Board of Directors of PT Jakarta Tourisindo is required to hold regular meetings to ensure that the coordination, discussion, and decision-making processes are carried out collectively and accountably.

The attendance of each Board member at meetings is officially documented and reported as part of performance assessments, both individually and collectively. All meeting documents, including minutes and attendance lists, are stored as official company archives that can be used as references in internal and external evaluation and audit processes.

The frequency of meetings and the attendance rate of the Board of Commissioners and Board of Directors are presented in the following table:





| No | Jenis Rapat<br>Typer of Meeting                                                                            | Rata/rata Tingkat Kehadiran<br>Average Attendance Rate |
|----|------------------------------------------------------------------------------------------------------------|--------------------------------------------------------|
| 1  | Rapat Dewan Komisaris<br>Board of Commissioners Meeting                                                    | 100%                                                   |
| 2  | Rapat Direksi<br>Board of Directors Meeting                                                                | 100%                                                   |
| 3  | Rapat Gabungan Direksi dengan Dewan Komisaris<br>Joint Meeting of the Board of Directors and Commissioners | 100%                                                   |

## Rapat Dewan Komisaris

Rapat Dewan Komisaris merupakan forum utama bagi Dewan Komisaris dalam menjalankan fungsi pengawasan serta pemberian nasihat kepada Direksi secara kolektif dan terkoordinasi. Melalui rapat ini, berbagai isu strategis dibahas, mulai dari perkembangan kinerja perusahaan, hasil pengawasan, hingga rekomendasi kebijakan yang perlu ditindaklanjuti oleh manajemen.

Sesuai dengan Pedoman Kerja serta penerapan praktik tata kelola perusahaan yang baik, rapat Dewan Komisaris diselenggarakan sekurang-kurangnya satu kali dalam dua bulan atau lebih sering apabila diperlukan. Pelaksanaannya dapat dilakukan secara tatap muka maupun melalui media komunikasi jarak jauh, sepanjang tetap memenuhi ketentuan legalitas serta efektivitas pengambilan keputusan.

Setiap pelaksanaan rapat didokumentasikan dalam risalah yang ditandatangani oleh seluruh anggota Dewan Komisaris yang hadir sebagai bentuk akuntabilitas. Selain itu, tingkat kehadiran anggota juga dicatat sebagai bagian dari evaluasi kinerja tahunan.

### 1. Agenda Rapat

Dewan Komisaris PT Jakarta Tourisindo (Perseroda) telah menyelenggarakan rapat secara berkala sepanjang tahun 2025 dalam rangka melaksanakan fungsi pengawasan serta pemberian arahan kepada Direksi.

### 2. Tingkat Kehadiran

Dewan Komisaris melaksanakan berbagai rapat internal sesuai kebutuhan dan lingkup pengawasannya pada tahun 2025. Pertemuan tersebut digunakan untuk membahas agenda strategis, evaluasi kinerja, serta pengawasan terhadap pelaksanaan rencana kerja perusahaan.

Pada tahun 2025, Tingkat kehadiran anggota Dewan Komisaris tercatat mencapai 100%, yang menunjukkan komitmen tinggi dalam menjalankan fungsi pengawasan dan pemberian nasihat kepada Direksi.

## Board of Commissioners Meetings

The Board of Commissioners Meeting is the main forum for the Board of Commissioners in carrying out its supervisory and advisory functions to the Board of Directors in a collective and coordinated manner. Through this meeting, various strategic issues are discussed, ranging from the company's performance developments, supervisory results, to policy recommendations that need to be followed up by management.

In accordance with the Work Guidelines and the implementation of good corporate governance practices, Board of Commissioners meetings are held at least once every two months or more frequently if necessary. These meetings can be conducted face-to-face or through remote communication media, as long as they comply with the provisions of legality and effectiveness of decision-making.

Each meeting is documented in minutes signed by all Board of Commissioners members present as a form of accountability. In addition, the attendance rate of members is also recorded as part of the annual performance evaluation.

### 1. Meeting Agenda

The Board of Commissioners of PT Jakarta Tourisindo (Perseroda) has held regular meetings throughout 2024 in order to carry out its supervisory functions and provide guidance to the Board of Directors.

### 2. Attendance Rate

The Board of Commissioners held various internal meetings as needed and within the scope of its supervision in 2025. These meetings were used to discuss strategic agendas, performance evaluations, and supervision of the implementation of the company's work plans.

In 2025, the attendance rate of Board of Commissioners members reached 100%, which shows a high level of commitment in carrying out their supervisory and advisory functions to the Board of Directors.

| No | Nama<br>Name          | Jabatan<br>Position                       | Kehadiran (%)<br>Attendance (%) |
|----|-----------------------|-------------------------------------------|---------------------------------|
| 1  | Biem Triani Benjamin  | Komisaris Utama<br>President Commissioner | 100%                            |
| 2  | Yuari Prayanto        | Anggota Komisaris<br>Commissioner Member  | 100%                            |
| 3  | Peronata Taufik Fatah | Anggota Komisaris<br>Commissioner Member  | 100%                            |
|    | Rata-rata<br>Average  |                                           | 100%                            |

## Rapat Direksi

Rapat Direksi merupakan forum formal yang dilaksanakan oleh jajaran Direksi untuk menjalankan fungsi pengelolaan perusahaan secara kolektif. Dalam forum ini, Direksi melakukan pembahasan dan menetapkan berbagai keputusan strategis yang berkaitan dengan kegiatan operasional, penyusunan rencana bisnis, evaluasi kinerja, serta berbagai isu penting lainnya yang memerlukan koordinasi bersama.

### 1. Agenda Rapat

Direksi PT Jakarta Tourisindo (Perseroda) sepanjang tahun 2025 secara rutin menyelenggarakan rapat guna memastikan kelangsungan operasional perusahaan serta pelaksanaan strategi yang telah ditetapkan berjalan dengan baik.

### 2. Tingkat Kehadiran

Rapat internal Direksi pada tahun 2025 dilaksanakan secara berkala menyesuaikan kebutuhan dan dinamika operasional perusahaan. Seluruh anggota Direksi berpartisipasi aktif dalam setiap pertemuan yang diselenggarakan.

Pada tahun 2025, Tingkat kehadiran Direksi tercatat mencapai 100%, yang menunjukkan komitmen tinggi dalam proses pengambilan keputusan strategis serta pengelolaan perusahaan secara efektif.

## Board of Directors Meetings

The Board of Directors Meeting is a formal forum held by the Board of Directors to carry out the collective management of the company. In this forum, the Board of Directors discusses and makes various strategic decisions related to operational activities, business plan preparation, performance evaluation, and other important issues that require joint coordination.

### 1. Meeting Agenda

The Board of Directors of PT Jakarta Tourisindo (Perseroda) will regularly hold meetings throughout 2025 to ensure the continuity of the company's operations and the proper implementation of the established strategies.

### 2. Attendance Rate

Internal Board of Directors meetings in 2025 are held periodically in accordance with the company's operational needs and dynamics. All members of the Board of Directors actively participate in every meeting held.

In 2025, the Board of Directors' attendance rate reached 100%, which demonstrates a high level of commitment to the strategic decision-making process and effective company management.

| No | Nama<br>Name               | Jabatan<br>Position                                                          | Kehadiran (%)<br>Attendance (%) |
|----|----------------------------|------------------------------------------------------------------------------|---------------------------------|
| 1  | Yunn Bali Mohammad Yusuf   | Direktur Utama<br>President Director                                         | 100%                            |
| 2  | Zulfarshah                 | Direktur Administrasi dan Keuangan<br>Director of Administration and Finance | 100%                            |
| 3  | Bogi Aditya Satrio Nugroho | Direktur Bisnis dan Operasional<br>Director of Business and Operations       | 100%                            |
|    | Rata-rata<br>Average       |                                                                              | 100%                            |



## Rapat Gabungan Direksi dan Dewan Komisaris

Rapat Gabungan Direksi dan Dewan Komisaris merupakan forum koordinasi strategis yang mempertemukan dua organ utama perusahaan untuk memastikan keselarasan antara fungsi pengelolaan dan pengawasan di Jakarta Experience Board. Forum ini diselenggarakan secara berkala untuk membahas berbagai isu penting yang memerlukan pandangan bersama, memperkuat komunikasi antara manajemen dan pengawas, serta menjaga konsistensi penerapan prinsip tata kelola perusahaan yang baik.

### 1. Agenda Rapat

Sepanjang tahun 2025, Dewan Komisaris dan Direksi secara rutin melaksanakan rapat gabungan guna menyamakan persepsi terkait kebijakan strategis serta arah pengelolaan perusahaan.

### 2. Tingkat Kehadiran

Rapat gabungan pada tahun 2025 diselenggarakan secara berkala untuk membahas berbagai isu strategis perusahaan. Seluruh anggota dari kedua organ menunjukkan keterlibatan aktif dalam setiap pertemuan.

Tingkat kehadiran rapat gabungan pada tahun 2025 tercatat mencapai 100%, yang mencerminkan sinergi kuat dan koordinasi yang efektif antara fungsi pengawasan dan pengelolaan operasional perusahaan.

## Joint Meeting of the Board of Directors and the Board of Commissioners

The Joint Meeting of the Board of Directors and Board of Commissioners is a strategic coordination forum that brings together the two main organs of the company to ensure alignment between management and supervisory functions at the Jakarta Experience Board. This forum is held periodically to discuss various important issues that require a shared perspective, strengthen communication between management and supervisors, and maintain consistency in the implementation of good corporate governance principles.

### 1. Meeting Agenda

Throughout 2025, the Board of Commissioners and the Board of Directors routinely held joint meetings to align their perceptions regarding strategic policies and the direction of company management.

### 2. Attendance Rate

Joint meetings in 2025 were held periodically to discuss various strategic issues of the company. All members of both bodies showed active involvement in each meeting.

The attendance rate for joint meetings in 2025 was recorded at 100%, reflecting strong synergy and effective coordination between the supervisory and operational management functions of the company.

| No | Nama<br>Name               | Jabatan<br>Position                                                          | Kehadiran (%)<br>Attendance (%) |
|----|----------------------------|------------------------------------------------------------------------------|---------------------------------|
| 1  | Biem Triani Benjamin       | Komisaris Utama<br>President Commissioner                                    | 100%                            |
| 2  | Yuari Prayanto             | Anggota Komisaris<br>Commissioner Member                                     | 100%                            |
| 3  | Peronata Taufik Fatah      | Anggota Komisaris<br>Commissioner Member                                     | 100%                            |
| 4  | Yunn Bali Mohammad Yusuf   | Direktur Utama<br>President Director                                         | 100%                            |
| 5  | Zulfarshah                 | Direktur Administrasi dan Keuangan<br>Director of Administration and Finance | 100%                            |
| 6  | Bogi Aditya Satrio Nugroho | Direktur Bisnis dan Operasional<br>Director of Business and Operations       | 100%                            |
|    | Rata-rata<br>Average       |                                                                              | 100%                            |

## Penetapan dan Penilaian Kinerja Dewan Komisaris dan Direksi

### Determination and Assessment of The Performance of The Board of Commissioners And Board of Directors

Penetapan serta evaluasi kinerja Dewan Komisaris dan Direksi dilaksanakan melalui mekanisme yang sistematis dan objektif, sesuai dengan ketentuan yang tercantum dalam Perjanjian Kerja antara Kepala Badan Pembinaan BUMD dan Direksi. Dokumen tersebut menjadi landasan hukum sekaligus pedoman utama dalam menilai pelaksanaan tanggung jawab serta pencapaian kinerja para pimpinan perusahaan.

Dalam perjanjian kerja tersebut ditetapkan *Key Performance Indicators* (KPI) yang menggambarkan sasaran strategis perusahaan, mencakup aspek keuangan, operasional, kualitas layanan, serta penerapan tata kelola perusahaan. KPI disusun secara terukur dengan mengacu pada prinsip spesifik, terukur, realistis, relevan, dan berbatas waktu, serta diselaraskan dengan kondisi dan arah strategi perusahaan.

Mengingat KPI tahun 2025 akan ditetapkan setelah RUPS Tahunan di tahun 2026, maka KPI JXB yang dipaparkan adalah KPI tahun 2024 dengan skor sebesar 90,20% sebagai berikut:

The determination and evaluation of the performance of the Board of Commissioners and Directors is carried out through a systematic and objective mechanism, in accordance with the provisions set forth in the Work Agreement between the Head of the BUMD Development Agency and the Directors. This document serves as the legal basis and main guideline for assessing the implementation of responsibilities and performance achievements of company leaders.

The employment agreement sets out Key Performance Indicators (KPIs) that describe the company's strategic objectives, covering financial, operational, service quality, and corporate governance aspects. KPIs are formulated in a measurable manner based on the principles of being specific, measurable, realistic, relevant, and time-bound, and are aligned with the company's conditions and strategic direction.

Since the KPI of 2025 will be set after the Annual GMS in 2026, therefore JXB's KPI disclosed is the KPI for 2024 with a score of 90,20%, as shown below:



| No. | Perspektif<br>Perspective | Sasaran Strategis<br>Strategy Objective                                                                                                                           | Indikator Kinerja<br>Utama (IKU)<br>Key Performance<br>Indicator (KPI)                                                                        | Pengertian<br>Definition                                                                                                                                                             | Bobot<br>Grade<br>Weight |
|-----|---------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------|
| 1   | Keuangan<br>Financial     | Pencapaian pertumbuhan dari seluruh lini bisnis<br>Achievement of growth across all business lines                                                                | Pendapatan Usaha<br>Revenue                                                                                                                   | Merupakan Total Pendapatan Usaha yang di dapat<br>Total Revenue Earned                                                                                                               | 30%                      |
|     |                           | Pengendalian biaya<br>Cost Contro                                                                                                                                 | BOPO<br>BOPO (Operating Expenses to Revenue Ratio)                                                                                            | Rasio terhadap Beban Operasional di bagi dengan Pendapatan Usaha<br>Ratio to Operating Expenses at divided by Operating Income                                                       |                          |
|     |                           | Pencapaian Target EBITDA<br>Achievement of EBITDA Target                                                                                                          | Pencapaian Rasio EBITDA<br>EBITDA Ratio                                                                                                       | Rasio EBITDA merupakan Pencapaian EBITDA dibagi dengan Pendapatan Usaha<br>EBITDA Ratio is EBITDA Achievement divided by Business Revenue                                            |                          |
|     |                           | Penyerapan Investasi (Capex) berasal dari Dana PMD<br>Investment Absorption (Capex) from PMD Funds                                                                | Besarnya penyerapan investasi (Capex) yang berasal dari Dana PMD tahun 2021 dan 2022<br>Investment absorption from PMD funds in 2021 and 2022 | Merupakan penyerapan investasi yang berasal dari dana PMD tahun 2021 dan 2022<br>This is the absorption of investment from PMD funds in 2021 and 2022                                |                          |
| 2   | Pelanggan<br>Customer     | Peningkatan awarness calon pelanggan atau partner terhadap Jaktour secara Keseluruhan<br>Increased awareness of potential customers or partners regarding Jaktour | Tingkat hunian bisnis perhotelan<br>Hotel Occupancy Rate                                                                                      | Rata-rata tingkat hunian dari 7 (tujuh) unit hotel<br>Average occupancy rate from 7 (seven) hotel units                                                                              | 25%                      |
|     |                           | Pelaksanaan Kegiatan Event Pariwisata dalam menunjang pariwisata Jakarta<br>Implementation of Tourism Events to Support Jakarta's Tourism                         | Pelaksanaan Event Bisnis Pariwisata<br>Business Tourism Event Implementation                                                                  | 21 Kegiatan Event<br>21 Events                                                                                                                                                       |                          |
|     |                           | Pelaksanaan Bisnis Pariwisata dalam menunjang Pariwisata Jakarta<br>Implementation of Business Tourism to Support Jakarta's Tourism                               | Terpasangnya Alat Produksi Bisnis Pariwisata<br>Installation of Tourism Business Production Equipment                                         | JCZ Buy Local : 1 unit, Vending Mesin 5 Unit dan JSX sebanyak 5 Unit<br>JCZ Buy Local: 1 unit, Vending Machine 5 units, JSX 5 units                                                  |                          |
|     |                           | Pencapaian Kepuasan Pelanggan<br>Customer Satisfaction Achievement                                                                                                | Indeks Kepuasan Pelanggan<br>Customer Satisfaction Index                                                                                      | Indikator penilaian pelanggan terhadap pelayanan yang didapatkan dengan aplikasi google form daan rentang nilai 1-10 point<br>Customer rating on service via Google Form, scale 1-10 |                          |





|  | Target<br>2025  | Bobot<br>KPI<br>KPI<br>Grade<br>Weight | Realisasi<br>Tahun<br>2025<br>Realization For<br>2025 | Capaian<br>IKU<br>KPI<br>Achievement | Nilai IKU<br>KPI<br>Value | Capaian<br>WIG<br>WIG<br>Achievement | Nilai<br>WIG<br>WIG<br>Value | Nilai<br>Kinerja<br>Performance<br>Value |
|--|-----------------|----------------------------------------|-------------------------------------------------------|--------------------------------------|---------------------------|--------------------------------------|------------------------------|------------------------------------------|
|  | 101.539.523.414 | 5,00%                                  | 97.250.320.551                                        | 96%                                  | 15,96%                    | 92,94%                               | 27,88%                       | 90,20%                                   |

|      |        |      |     |        |
|------|--------|------|-----|--------|
| 113% | 10,00% | 118% | 95% | 31,82% |
|------|--------|------|-----|--------|

|      |       |     |     |        |
|------|-------|-----|-----|--------|
| 117% | 5,00% | 95% | 82% | 13,60% |
|------|-------|-----|-----|--------|

|                |        |                |     |        |
|----------------|--------|----------------|-----|--------|
| 36.999.241.383 | 10,00% | 35.029.533.863 | 95% | 31,56% |
|----------------|--------|----------------|-----|--------|

|     |       |     |     |        |        |        |
|-----|-------|-----|-----|--------|--------|--------|
| 51% | 5,00% | 46% | 91% | 18,17% | 85,22% | 21,30% |
|-----|-------|-----|-----|--------|--------|--------|

|      |       |     |      |        |
|------|-------|-----|------|--------|
| 100% | 5,00% | 46% | 114% | 22,86% |
|------|-------|-----|------|--------|

|                                                                                                                                                                |       |                                                                                             |      |        |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------|-------|---------------------------------------------------------------------------------------------|------|--------|
| JCZ Buy<br>Local : 1 unit,<br>Vending Mesin<br>5 Unit dan JSX<br>sebanyak 5<br>Unit<br>JCZ Buy Local:<br>1 unit, Vending<br>Machine 5<br>units, JSX 5<br>units | 5,00% | Buy Local 0<br>Vending Mesin<br>10 JSX 17<br>Buy Local 0<br>Vending<br>Machine 10<br>JSX 17 | 80%  | 12,31% |
| 8,5 Point                                                                                                                                                      | 5,00  | 9,3                                                                                         | 109% | 21,88% |

| No. | Perspektif<br>Perspective                                      | Sasaran Strategis<br>Strategy Objective                                                                                                    | Indikator Kinerja<br>Utama (IKU)<br>Key Performance<br>Indicator (KPI)                                                                                          | Pengertian<br>Definition                                                                                                                                                                                        | Bobot<br>Grade<br>Weight |
|-----|----------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------|
|     |                                                                | Optimalisasi Asset<br>Idle<br>Optimization<br>of Idle Assets                                                                               | Terlaksananya<br>Kerjasama<br>Terhadap Lahan<br>Idle<br>Collaboration<br>on Idle Land                                                                           | Terlaksananya<br>Kerjasama terhadap<br>2 Lahan Idle<br>Collaboration on 2<br>Idle Lands                                                                                                                         |                          |
| 3   | Bisnis Proses<br>Internal<br>Internal<br>Business<br>Processes | Pembuatan dan<br>Penyempurnaan Standar<br>Operasional Prosedur<br>Creation and<br>Improvement of Standard<br>Operating Procedures<br>(SOP) | Review dan<br>Penyusunan SOP<br>SOP Revision and<br>Creation                                                                                                    | Revisi SOP sebanyak 1 dan<br>Penyusunan SOP sebanyak 4<br>1 SOP Revision and 4 SOP<br>Creations                                                                                                                 | 25%                      |
|     |                                                                | Penyelesaian Legalitas<br>Aset<br>Asset Legality Completion                                                                                | Terselesainya<br>Legalitas Aset<br>Completion of<br>Asset Legality                                                                                              | Terselesainya Legalitas Aset<br>sebanyak 2 (dua) Lahan<br>Completion of 2 (two) Land<br>Legalities                                                                                                              |                          |
|     |                                                                | Penerapan Sistem<br>manajemen Anti<br>Penyuapan (SMAP)<br>Implementation of Anti-<br>Bribery Management<br>System (SMAP)                   | Mendapatkan ISO<br>37001 : 2016 Sistem<br>Manajemen Anti<br>Penyuapan (SMAP)<br>Obtaining ISO<br>37001:2016 Anti-<br>Bribery Management<br>System Certification | Mendapatkan ISO 37001 : 2016<br>Sistem Manajemen Anti<br>Penyuapan (SMAP)<br>Obtained ISO 37001: 2016 Anti-<br>Bribery Management System<br>(ABMS)                                                              |                          |
| 4   | Pembelajaran<br>dan<br>Pertumbuhan<br>Learning and<br>Growth   | Peningkatan Kemampuan<br>Karyawan<br>Employee Capability<br>Enhancement                                                                    | Pelatihan dan<br>Pengembangan<br>Kemampuan Karyawan<br>Employee Training and<br>Development                                                                     | Pelatihan Karyawan Rata-rata 5<br>Jam dalam 1 Tahun<br>Average 5 hours of training per<br>employee annually                                                                                                     | 20%                      |
|     |                                                                | Implementasi Good<br>Corporate Governance<br>(GCG)<br>Implementation of Good<br>Corporate Governance<br>(GCG)                              | Skor GCG<br>GCG Score                                                                                                                                           | Skor GCG yang didapat dari<br>Penilaian implementasi GCG<br>yang dilakukan oleh BPKP<br>melalui Assessment<br>GCG score from BPKP GCG<br>implementation assessment                                              |                          |
|     |                                                                | Tindak Lanjut Hasil<br>Pemeriksaan BPK<br>Follow-Up on BPK<br>Audit Results                                                                | Terselesaikannya 2<br>(dua) Rekomendasi<br>Tindak Lanjut Hasil<br>Pemeriksaan BPK<br>Completion of 2<br>BPK Follow-Up<br>Recommendations                        | Terselesaikannya 2 (dua)<br>Rekomendasi Tindak Lanjut<br>yang terlihat dari sistem<br>informasi TLHP BPK<br>Completion of (2) two follow-<br>up recommendations, shown<br>in the BPK TLHP information<br>system |                          |



|  | Target<br>2025 | Bobot<br>KPI<br>KPI<br>Grade<br>Weight | Realisasi<br>Tahun<br>2025<br>Realization For<br>2025 | Capaian<br>IKU<br>KPI<br>Achievement | Nilai IKU<br>KPI<br>Value | Capaian<br>WIG<br>WIG<br>Achievement | Nilai<br>WIG<br>WIG<br>Value | Nilai<br>Kinerja<br>Performance<br>Value |
|--|----------------|----------------------------------------|-------------------------------------------------------|--------------------------------------|---------------------------|--------------------------------------|------------------------------|------------------------------------------|
|--|----------------|----------------------------------------|-------------------------------------------------------|--------------------------------------|---------------------------|--------------------------------------|------------------------------|------------------------------------------|

|                    |       |   |     |        |
|--------------------|-------|---|-----|--------|
| 2 Lahan<br>2 Lands | 5,00% | 1 | 50% | 10,00% |
|--------------------|-------|---|-----|--------|

|                                                 |        |                                                 |      |        |        |        |
|-------------------------------------------------|--------|-------------------------------------------------|------|--------|--------|--------|
| 1 Revisi SOP<br>4 SOP<br>1 Revised SOP<br>4 SOP | 12,50% | 1 Revisi SOP<br>4 SOP<br>1 Revised SOP<br>4 SOP | 100% | 50,00% | 90,00% | 22,50% |
|-------------------------------------------------|--------|-------------------------------------------------|------|--------|--------|--------|

|                    |       |   |     |        |
|--------------------|-------|---|-----|--------|
| 2 Lahan<br>2 Lands | 5,00% | 1 | 50% | 10,00% |
|--------------------|-------|---|-----|--------|

|      |       |      |      |        |
|------|-------|------|------|--------|
| 100% | 7,50% | 100% | 100% | 30,00% |
|------|-------|------|------|--------|

|                                                                               |       |      |      |        |        |        |
|-------------------------------------------------------------------------------|-------|------|------|--------|--------|--------|
| Rata-rata 5<br>Jam/Tahun/<br>Karyawan<br>Average 5<br>Hours/Year/<br>Employee | 5,00% | 136% | 120% | 30,00% | 92,56% | 18,51% |
|-------------------------------------------------------------------------------|-------|------|------|--------|--------|--------|

|    |        |        |      |        |
|----|--------|--------|------|--------|
| 82 | 10,00% | 82,097 | 100% | 50,06% |
|----|--------|--------|------|--------|

|      |       |     |     |        |
|------|-------|-----|-----|--------|
| 100% | 5,00% | 50% | 50% | 12,50% |
|------|-------|-----|-----|--------|

## Hubungan Afiliasi Antara Anggota Dewan Komisaris, Direksi, Dan Pemegang Saham Utama

Affiliated Relationships Between Members Of The Board Of Commissioners, Board Of Directors, And Major Shareholders

Hubungan afiliasi antara anggota Dewan Komisaris, Direksi, serta Pemegang Saham Utama PT Jakarta Tourisindo menjadi aspek penting dalam menjaga penerapan prinsip transparansi, akuntabilitas, dan integritas dalam tata kelola perusahaan. Dalam hal ini, afiliasi dimaknai sebagai hubungan yang berpotensi memengaruhi objektivitas maupun independensi dalam proses pengambilan keputusan, baik dalam fungsi pengawasan, pengelolaan, maupun kepemilikan saham.

Untuk menjaga integritas serta meminimalkan risiko konflik kepentingan, perusahaan menerapkan kebijakan yang mengatur kewajiban pengungkapan hubungan afiliasi bagi anggota Dewan Komisaris, Direksi, dan Pemegang Saham Utama. Pengungkapan tersebut dilakukan secara terbuka dan berkala melalui laporan tahunan maupun forum rapat yang relevan.

Setiap keputusan yang diambil oleh organ perusahaan harus senantiasa berlandaskan kepentingan terbaik perusahaan secara menyeluruh, dengan menjunjung tinggi prinsip keadilan, profesionalisme, serta independensi.

Affiliate relationships between members of the Board of Commissioners, Board of Directors, and Major Shareholders of PT Jakarta Tourisindo are an important aspect in maintaining the principles of transparency, accountability, and integrity in corporate governance. In this case, affiliation is defined as a relationship that has the potential to influence objectivity and independence in the decision-making process, whether in the function of supervision, management, or share ownership.

To maintain integrity and minimize the risk of conflicts of interest, the company implements a policy that regulates the disclosure obligations of affiliated relationships for members of the Board of Commissioners, Board of Directors, and Major Shareholders. Such disclosures are made openly and periodically through annual reports and relevant meeting forums.

Every decision made by the company's organs must always be based on the best interests of the company as a whole, upholding the principles of fairness, professionalism, and independence.

### Dewan Komisaris Board of Commissioners

| No | Nama<br>Name          | Jabatan<br>Position                       | Hubungan Afiliasi Dengan<br>Affiliation with |             |                                   |             |                                          |             |
|----|-----------------------|-------------------------------------------|----------------------------------------------|-------------|-----------------------------------|-------------|------------------------------------------|-------------|
|    |                       |                                           | Dewan Komisaris<br>Board of Commissioners    |             | Direksi<br>Board of Commissioners |             | Pemegang Saham<br>Board of Commissioners |             |
|    |                       |                                           | Ya<br>Yes                                    | Tidak<br>No | Ya<br>Yes                         | Tidak<br>No | Ya<br>Yes                                | Tidak<br>No |
| 1  | Biem Triani Benjamin  | Komisaris Utama<br>President Commissioner |                                              | ✓           |                                   | ✓           |                                          | ✓           |
| 2  | Yuari Prayanto        | Anggota Komisaris<br>Commissioner Member  |                                              | ✓           |                                   | ✓           |                                          | ✓           |
| 3  | Peronata Taufik Fatah | Anggota Komisaris<br>Commissioner Member  |                                              | ✓           |                                   | ✓           |                                          | ✓           |



## Direksi

### Board of Directors

| No | Nama<br>Name                  | Jabatan<br>Position                                                                   | Hubungan Afiliasi Dengan<br>Affiliation with |             |                                   |             |                                          |             |
|----|-------------------------------|---------------------------------------------------------------------------------------|----------------------------------------------|-------------|-----------------------------------|-------------|------------------------------------------|-------------|
|    |                               |                                                                                       | Dewan Komisaris<br>Board of Commissioners    |             | Direksi<br>Board of Commissioners |             | Pemegang Saham<br>Board of Commissioners |             |
|    |                               |                                                                                       | Ya<br>Yes                                    | Tidak<br>No | Ya<br>Yes                         | Tidak<br>No | Ya<br>Yes                                | Tidak<br>No |
| 1  | Yunn Bali<br>Mohammad Yusuf   | Direktur Utama<br>President Director                                                  |                                              | √           |                                   | √           |                                          | √           |
| 2  | Zulfarshah                    | Direktur Administrasi<br>dan Keuangan<br>Director of<br>Administration and<br>Finance |                                              | √           |                                   | √           |                                          | √           |
| 3  | Bogi Aditya Satrio<br>Nugroho | Direktur Bisnis<br>dan Operasional<br>Director of Business<br>and Operations          |                                              | √           |                                   | √           |                                          | √           |

## Keberagaman Komposisi Dewan Komisaris dan Direksi

### Diversity Of The Composition Of The Board Of Commissioners And Board Of Directors

Keberagaman dalam susunan Dewan Komisaris dan Direksi merupakan salah satu faktor penting dalam mendukung penerapan tata kelola perusahaan yang baik. Komposisi yang beragam tidak hanya mencerminkan variasi latar belakang profesional, kompetensi, dan pengalaman, tetapi juga menghadirkan perbedaan sudut pandang, keahlian, serta karakter yang dapat memperkaya proses pengambilan keputusan.

Melalui keberagaman tersebut, PT Jakarta Tourisindo (Persero) dapat mendorong terciptanya keputusan yang lebih inklusif, inovatif, serta berimbang, sehingga mampu memperkuat kualitas tata kelola dan kinerja perusahaan secara berkelanjutan.

Diversity in the composition of the Board of Commissioners and Board of Directors is one of the important factors in supporting the implementation of good corporate governance. A diverse composition not only reflects a variety of professional backgrounds, competencies, and experiences, but also brings different perspectives, expertise, and characters that can enrich the decision-making process.

Through this diversity, PT Jakarta Tourisindo (Persero) can encourage more inclusive, innovative, and balanced decisions, thereby strengthening the quality of corporate governance and the company's performance in a sustainable manner.

### Dewan Komisaris

Latar belakang pendidikan serta pengalaman yang dimiliki oleh masing-masing anggota Dewan Komisaris mencerminkan tingkat keberagaman yang memadai, dengan rincian sebagai berikut:

### Board of Commissioners

The educational background and experience of each member of the Board of Commissioners reflects an adequate level of diversity, with the following details:



| No | Nama Name             | Jabatan Position                          | Jenis Kelamin Gender | Pendidikan Education | Karir/ Pengalaman Career/Experience                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|----|-----------------------|-------------------------------------------|----------------------|----------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1  | Biem Triani Benjamin  | Komisaris Utama<br>President Commissioner | Laki-laki<br>Male    | S3                   | <ul style="list-style-type: none"> <li>- Komisaris Utama PT. Jakarta Tourisindo / JXB (BUMD) Jakarta Periode 2025 – sekarang • Anggota Dewan Perwakilan Rakyat ( DPR RI ) Periode 20142019</li> <li>- Anggota Dewan Perwakilan Daerah ( DPD RI ) Periode 20042009</li> <li>- President Director PT. Etnikom Persada Raya Tahun 2000 – Sekarang</li> <li>- President Director PT. Begaya Nyanyian Irama Sejati (BENS RADIO 106.2 FM) Jakarta Tahun 1989 – Sekarang</li> <li>- Marketing PT. Santos Jaya Abadi (Kopi Kapal Api) Jakarta Tahun 1989</li> <li>- Chairman of the Board of Commissioners of PT. Jakarta Tourisindo / JXB (Regional State-Owned Enterprise) Jakarta, 2025–present • Member of the House of Representatives (DPR RI), 2014–2019</li> <li>- Member of the Regional Representatives Council (DPD RI), 2004–2009</li> <li>- President Director of PT. Etnikom Persada Raya, 2000–present</li> <li>- President Director of PT. Begaya Nyanyian Irama Sejati (BENS RADIO 106.2 FM), Jakarta, 1989–present</li> <li>- Marketing Manager at PT. Santos Jaya Abadi (Kopi Kapal Api), Jakarta, 1989</li> </ul> |
| 2  | Yuari Prayanto        | Anggota Komisaris<br>Commissioner Member  | Laki-laki<br>Male    | S2                   | <p>PT Genta Prayanta - Banten (2001-2008)</p> <ul style="list-style-type: none"> <li>- Konsultan IT Kantor Media &amp; Perhotelan</li> <li>- Konsultan Branding</li> <li>- Direktur Utama</li> </ul> <p>PT Naraprana Jakarta (2008-2015)</p> <ul style="list-style-type: none"> <li>- Head National Database</li> <li>- Head Creative Visual Design</li> <li>- Head Web Programmer</li> </ul> <p>Creative Consultant &amp; Production (2015-sekarang)</p> <p>Komisaris PT Jakarta Tourisindo (Perseroda) (2025)</p> <p>PT Genta Prayanta - Banten (2001-2008)</p> <ul style="list-style-type: none"> <li>- IT Consultant for Media &amp; Hospitality Offices</li> <li>- Branding Consultant</li> <li>- President Director</li> </ul> <p>PT Naraprana Jakarta (2008-2015)</p> <ul style="list-style-type: none"> <li>- Head of National Database</li> <li>- Head of Creative Visual Design</li> <li>- Head of Web Programmer</li> </ul> <p>Creative Consultant &amp; Production (2015-present)</p> <p>Commissioner of PT Jakarta Tourisindo (Perseroda) (2025)</p>                                                             |
| 3  | Peronata Taufik Fatah | Anggota Komisaris<br>Commissioner Member  | Laki-laki<br>Male    | S1                   | <ul style="list-style-type: none"> <li>- Program Director PT AJ Production (1997)</li> <li>- Account Executive PT Tribuana Cahya Ananta (2002)</li> <li>- Direktur Authorized Outlet PT Sedayu Kurniatama Nusa (2003)</li> <li>- VP GA &amp; Marketing Authorized Dealer PT Hastika Telekomunikasi Kencana (2005)</li> <li>- VP Business &amp; Development (2010)</li> <li>- Staf Ahli Anggota DPR RI, Komisi 1 DPR RI (2011)</li> <li>- Staf Khusus (Konsultan Penghubung) BOD Telkomsel &amp; Telkom (2011)</li> <li>- Komisaris Utama PT Karya Integrasi 89 (2012)</li> <li>- Account Director PT Media Telekomunikasi Mandiri (2015)</li> <li>- Komisaris PT Dignity Multimedia Kreasi (2015)</li> <li>- Executive Sales Account PT. Bina Mitra Sejati Tower Provider for Telkomsel (2016)</li> <li>- Komisaris &amp; Owner PT Telesat System Integrator (2020)</li> <li>- Executive Sales Account PT Poguyaman Kreasindo (2023)</li> <li>- Komisaris PT Jakarta Tourisindo (Perseroda) (2025)</li> </ul>                                                                                                                 |



| No | Nama Name | Jabatan Position | Jenis Kelamin Gender | Pendidikan Education | Karir/ Pengalaman Career/Experience                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|----|-----------|------------------|----------------------|----------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|    |           |                  |                      |                      | <ul style="list-style-type: none"> <li>- Program Director, PT AJ Production (1997)</li> <li>- Account Executive, PT Tribuana Cahya Ananta (2002)</li> <li>- Director of Authorized Outlet, PT Sedayu Kurniatama Nusa (2003)</li> <li>- VP of GA &amp; Marketing, Authorized Dealer, PT Hastika Telekomunikasi Kencana (2005)</li> <li>- VP of Business &amp; Development (2010)</li> <li>- Expert Staff, Member of the House of Representatives, Commission I (2011)</li> <li>- Special Staff (Liaison Consultant) of the Board of Directors of Telkomsel &amp; Telkom (2011)</li> <li>- President Commissioner, PT Karya Integrasi 89 (2012)</li> <li>- Account Director, PT Media Telekomunikasi Mandiri (2015)</li> <li>- Commissioner, PT Dignity Multimedia Kreasi (2015)</li> <li>- Executive Sales Account, PT. Bina Mitra Sejati Tower Provider for Telkomsel (2016)</li> <li>- Commissioner &amp; Owner of PT Telesat System Integrator (2020)</li> <li>- Executive Sales Account of PT Poguyaman Kreasindo (2023)</li> <li>- Commissioner of PT Jakarta Tourisindo (Perseroda) (2025)</li> </ul> |

## Direksi

Latar belakang pendidikan dan pengalaman yang dimiliki oleh masing-masing anggota Direksi menunjukkan tingkat keberagaman yang cukup baik, sebagaimana tergambar pada rincian berikut:

## Board of Directors

The educational background and experience of each member of the Board of Directors demonstrates a good level of diversity, as illustrated in the following details:

| No | Nama Name                | Jabatan Position                        | Jenis Kelamin Gender | Pendidikan Education  | Karir/ Pengalaman Career/Experience                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|----|--------------------------|-----------------------------------------|----------------------|-----------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1  | Yunn Bali Mohammad Yusuf | Direktur Utama<br>President<br>Director | Laki-laki<br>Male    | S3<br>Doctoral Degree | <ul style="list-style-type: none"> <li>- Konsultan, PT Telkom Landmark Tower (2021)</li> <li>- Konsultan, PT Graha Sarana Duta (2018-2020)</li> <li>- Wakil Direktur, Management Representative, PT Graha Mandiri Manajemen Terpadu (2017-Sekarang)</li> <li>- Direktur Utama, PT Graha Mandiri Manajemen Terpadu (2015-2017)</li> <li>- Konsultan, Angkasa Pura 1 (2015)</li> <li>- Wakil Direktur, PT Graha Mandiri Manajemen Terpadu (2014-2015)</li> <li>- Direktur Marketing, PT Graha Mandiri Manajemen Terpadu (2012-2014)</li> <li>- Wakil Direktur Pemasaran, PT Graha Mandiri Manajemen Terpadu (2007-2012)</li> <li>- Konsultan, Komisi Pemberantasan Korupsi (2008)</li> <li>- Direktur Operasional, PT Sejahtera Abadi Karya (2007- 2008)</li> <li>- Kepala Divisi Home Care Unit, PT Graha Mandiri Tritunggal (2006-2007)</li> <li>- Asisten Manajer Penjualan &amp; Pemasaran, PT Guru Indonesia, a packaging coy of SIME DARBY GROUP, Jakarta (1998-2006)</li> <li>- Business Development, Michigan College, Jakarta (1997- 1998)</li> <li>- Penjualan dan Pemasaran, PT Phinisi Cipta Pratama, Yogyakarta (1995-1996)</li> <li>- Penasihat, PT The Service Line</li> <li>- Presiden Direktur &amp; CEO, PT Jakarta Industrial Estate Pulogadung (BUMN &amp; BUMD) (2018-2023)</li> </ul> |

| No | Nama Name                  | Jabatan Position                                                                                   | Jenis Kelamin Gender | Pendidikan Education | Karir/ Pengalaman Career/Experience                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|----|----------------------------|----------------------------------------------------------------------------------------------------|----------------------|----------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|    |                            |                                                                                                    |                      |                      | <ul style="list-style-type: none"> <li>- Consultant, PT Telkom Landmark Tower (2021)</li> <li>- Consultant, PT Graha Sarana Duta (2018-2020)</li> <li>- Vice Director, Management Representative, PT Graha Mandiri Manajemen Terpadu (2017-Present)</li> <li>- President Director, PT Graha Mandiri Manajemen Terpadu (2015-2017)</li> <li>- Consultant, Angkasa Pura 1 (2015)</li> <li>- Vice Director, PT Graha Mandiri Manajemen Terpadu (2014-2015)</li> <li>- Marketing Director, PT Graha Mandiri Manajemen Terpadu (2012-2014)</li> <li>- Vice Marketing Director, PT Graha Mandiri Manajemen Terpadu (2007-2012)</li> <li>- Consultant, Corruption Eradication Commission (KPK) (2008)</li> <li>- Operational Director, PT Sejahtera Abadi Karya (2007- 2008)</li> <li>- Head of Home Care Unit Division, PT Graha Mandiri Tritunggal (2006-2007)</li> <li>- Assistant Sales &amp; Marketing Manager, PT Guru Indonesia, a packaging company of SIME DARBY GROUP, Jakarta (1998-2006)</li> <li>- Business Development, Michigan College, Jakarta (1997- 1998)</li> <li>- Sales and Marketing, PT Phinisi Cipta Pratama, Yogyakarta (1995-1996)</li> <li>- Advisor, PT The Service Line</li> <li>- President Director &amp; CEO, PT Jakarta Industrial Estate Pulogadung (State-Owned &amp; Regional-Owned Enterprises) (2018-2023)</li> </ul> |
| 2  | Zulfarshah                 | Direktur Administrasi dan Keuangan<br>Director of Administration and Finance                       | Laki-laki<br>Male    | S2<br>Master Degree  | <ul style="list-style-type: none"> <li>- Tourisindo (2019-sekarang)</li> <li>- Direktur Kepatuhan di PT Bank DKI (2018-2019)</li> <li>- Corporate Secretary di PT Bank DKI (2014-2018)</li> <li>- Pj. Pemimpin Corporate Secretary di PT Bank DKI (2013- 2014)</li> <li>- Pemimpin Divisi Kesekretariatan di PT Bank DKI (2010- 2013)</li> <li>- Pemimpin Divisi Dana dan Jasa Grup Treasury di PT Bank DKI (2009- 2010)</li> <li>- Pemimpin Cabang Pembantu di PT Bank DKI di Samsat Polda (2006-2009)</li> <li>- Petugas Biro Kepegawaian di PT Bank DKI (1987-1988)</li> <li>- Tourisindo (2019-present)</li> <li>- Compliance Director at PT Bank DKI (2018-2019)</li> <li>- Corporate Secretary at PT Bank DKI (2014-2018)</li> <li>- Acting Head of Corporate Secretary at PT Bank DKI (2013-2014)</li> <li>- Head of Secretariat Division at PT Bank DKI (2010-2013)</li> <li>- Head of Funds and Services Division Treasury Group at PT Bank DKI (2009-2010)</li> <li>- Head of Sub-Branch at PT Bank DKI at Samsat Polda (2006-2009)</li> <li>- Personnel Bureau Officer at PT Bank DKI (1987-1988)</li> </ul>                                                                                                                                                                                                                               |
| 3  | Bogi Aditya Satrio Nugroho | Direktur Operasional dan Transformasi Bisnis<br>Director of Operations and Business Transformation | Laki-laki<br>Male    | S2<br>Master Degree  | <ul style="list-style-type: none"> <li>- SVP of Transformation &amp; Change Management, Injourney, PT Aviassi Pariwisata Indonesia (Persero) (2022-sekarang)</li> <li>- Direktur Utama, Kopelland, PT Kopel Lahan Andalan (2014-2022)</li> <li>- Partner, Skha Consulting, PT Skha Indonesia (2003-2022)</li> <li>- Head of Teknik Contractor Division, Yasa, PT Yasa Patria Perkasa (1994-2003)</li> <li>- SVP of Transformation &amp; Change Management, Injourney, PT Aviassi Pariwisata Indonesia (Persero) (2022-Present)</li> <li>- President Director, Kopelland, PT Kopel Lahan Andalan (2014-2022)</li> <li>- Partner, Skha Consulting, PT Skha Indonesia (2003- 2022)</li> <li>- Head of Technical Contractor Division, Yasa, PT Yasa Patria Perkasa (1994-2003)</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |



## Organ Pendukung Dewan Komisaris

### Supporting Organization Of The Board Of Commissioners

Dalam rangka memperkuat penerapan tata kelola perusahaan yang baik, Perseroan membentuk organ pendukung Dewan Komisaris yang berperan membantu pelaksanaan fungsi pengawasan, pengelolaan risiko, serta pemberian rekomendasi strategis bagi operasional perusahaan. Salah satu organ pendukung yang memiliki peran penting adalah Komite Audit, yang pembentukan dan pelaksanaan tugasnya mengacu pada Peraturan Gubernur DKI Jakarta Nomor 13 Tahun 2020 tentang Komite Audit dan Komite lainnya pada Badan Usaha Milik Daerah (BUMD).

In order to strengthen the implementation of good corporate governance, the Company has established a supporting body to the Board of Commissioners, which assists in the implementation of supervisory functions, risk management, and the provision of strategic recommendations for company operations. One of the supporting bodies that plays an important role is the Audit Committee, whose establishment and implementation of duties refer to Jakarta Governor Regulation Number 13 of 2020 concerning Audit Committees and Other Committees in Regional Owned Enterprises (BUMD).

Pelaksanaan tugas, tingkat kehadiran rapat, serta penilaian kinerja organ pendukung Dewan Komisaris di PT Jakarta Tourisindo (Perseroda) pada tahun 2025 disajikan melalui uraian sebagai berikut:

The implementation of duties, meeting attendance rates, and performance assessments of the supporting bodies of the Board of Commissioners at PT Jakarta Tourisindo (Perseroda) in 2025 are presented in the following description:

| No | Organ pendukung<br>Supporting Organ                                              | Tingkat Kehadiran Rapat<br>Meeting Attendance Rate |
|----|----------------------------------------------------------------------------------|----------------------------------------------------|
| 1  | Komite Audit<br>Audit Committee                                                  | 100%                                               |
| 2  | Komite Pemantau Risiko dan Kepatuhan<br>Risk Monitoring and Compliance Committee | 100%                                               |

#### Komite Audit

#### Audit Committee

**Peronata Taufik Fatah, SE, Ak.**  
**Ketua Komite Audit**  
Chairperson of Audit Committee

Merujuk pada profil Komisaris di halaman 74  
Refer to the President Commissioner profile on page 74

**Umar Sutegees Yulianto, SE. Ak., CA**  
**Anggota Komite Audit**  
Member of Audit Committee

Kewarganegaraan  
Nationality

Indonesia

Tempat Tanggal Lahir  
Place and Date of Birth

Tegal, 30 Juli 1962  
Tegal, July 30, 1962

Usia  
Age

63 Tahun  
63 Years Old

Domisili  
Domicile

Jakarta Timur  
East Jakarta

Dasar Hukum Penunjukan  
Legal Basis of Appointment

Menjabat sebagai Ketua Komite Audit berdasarkan Surat Keputusan Dewan Komisaris Nomor: KEP-02/DEKOM/2022 tanggal 30 Mei 2022 tentang Pengangkatan Anggota Komite Audit PT Jakarta Tourisindo

Serves as Chairperson of Audit Committee based on Board of Commissioners Decree Number: KEP-02/DEKOM/2022 dated May 30, 2022 regarding the Appointment of Audit Committee Members of PT Jakarta Tourisindo Education

#### Pendidikan Education

- Program S-1 Fakultas Ekonomi Universitas Indonesia Jurusan Akuntansi.
- Program Diploma III Spesialisasi Akuntansi Sekolah Tinggi Akuntansi Negara
- Bachelor's Degree Program, Faculty of Economics, University of Indonesia, Accounting Major
- Diploma III Program Specializing in Accounting, State College of Accountancy Work Experience

#### Pengalaman Kerja Work Experience

- Auditor BPKP (Januari 1986 September 2003);
- Manager Akuntansi dan Pajak di Perusahaan (Oktober 2004-2007);
- Manager SOP dan Compliance di PT Mass Rapid Transit Jakarta (Juni 2008-Desember 2009);
- Komite Audit Perusahaan (Januari 2010-sekarang);
- Dosen Akuntansi pada Fakultas Ekonomi Universitas Prof. Dr. Moestopo (Beragama) (September 2011-sekarang);
- Komite Audit PT Asuransi Bangun Askrida (2018).
- BPKP Auditor (January 1986 - September 2003)
- Accounting and Tax Manager at Company (October 2004-2007)
- SOP and Compliance Manager at PT Mass Rapid Transit Jakarta (June 2008-December 2009)
- Company Audit Committee (January 2010-present)
- Accounting Lecturer at Faculty of Economics, Prof. Dr. Moestopo University (Religious) (September 2011-present)
- Audit Committee at PT Asuransi Bangun Askrida (2018)

### Independensi Anggota Komite Audit

Independensi anggota Komite Audit merupakan faktor krusial dalam memastikan efektivitas fungsi pengawasan serta pengelolaan keuangan yang transparan dan akuntabel di PT Jakarta Tourisindo. Dalam menjalankan perannya untuk memberikan penilaian yang objektif atas laporan keuangan, sistem pengendalian internal, serta kinerja auditor internal maupun eksternal, Komite Audit dituntut bekerja secara profesional, mandiri, dan terbebas dari intervensi pihak manapun yang berpotensi memengaruhi pertimbangan maupun rekomendasi yang diberikan.

Mengacu pada Piagam Komite Audit, persyaratan independensi yang wajib dipenuhi oleh anggota Komite Audit meliputi:

1. Tidak berasal dari pegawai Kantor Akuntan Publik yang dalam 1 (satu) tahun terakhir memberikan jasa audit dan/atau non-audit kepada PT Jakarta Tourisindo sebelum pengangkatannya oleh Dewan Komisaris.
2. Tidak menjabat sebagai karyawan kunci Perusahaan dalam kurun waktu 6 (enam) bulan sebelum diangkat oleh Dewan Komisaris.
3. Tidak memiliki hubungan afiliasi dengan Perusahaan, anggota Dewan Komisaris, Direksi, maupun pemegang saham.
4. Tidak mempunyai hubungan usaha, baik secara langsung maupun tidak langsung, yang berkaitan dengan kegiatan usaha PT Jakarta Tourisindo.

Berdasarkan hasil penelaahan terhadap seluruh persyaratan tersebut, seluruh anggota Komite Audit dinyatakan telah memenuhi ketentuan independensi sebagai berikut:

### Independence of Audit Committee Members

The independence of Audit Committee members is a crucial factor in ensuring the effectiveness of oversight and transparent and accountable financial management at PT Jakarta Tourisindo. In carrying out its role to provide an objective assessment of financial reports, internal control systems, and the performance of internal and external auditors, the Audit Committee is required to work professionally, independently, and free from the intervention of any party that could potentially influence its considerations and recommendations.

Referring to the Audit Committee Charter, the independence requirements that must be met by members of the Audit Committee include:

1. Not being an employee of a Public Accounting Firm that has provided audit and/or non-audit services to PT Jakarta Tourisindo within the last 1 (one) year prior to their appointment by the Board of Commissioners.
2. Not having served as a key employee of the Company within 6 (six) months prior to their appointment by the Board of Commissioners.
3. Not having any affiliation with the Company, members of the Board of Commissioners, the Board of Directors, or shareholders.
4. Not having any business relationship, either directly or indirectly, related to the business activities of PT Jakarta Tourisindo.

Based on the review of all these requirements, all members of the Audit Committee are declared to have met the following independence requirements:



| No | Nama<br>Name             | Kriteria Independensi<br>Independence Criteria |                                                      |                                                             |                                                                         |
|----|--------------------------|------------------------------------------------|------------------------------------------------------|-------------------------------------------------------------|-------------------------------------------------------------------------|
|    |                          | Bukan Karyawan Kunci<br>Non Key Employee       | Tidak Mempunyai Hubungan<br>No Personal Relationship | Tidak Mempunyai Kepentingan pribadi<br>No Personal interest | Tidak Menjabat Pengurus Partai Politik<br>No Political party Management |
| 1  | Peronata Taufik Fatah    | Ya<br>Yes                                      | Ya<br>Yes                                            | Ya<br>Yes                                                   | Ya<br>Yes                                                               |
| 2  | Umar Suteges<br>Yulianto | Ya<br>Yes                                      | Ya<br>Yes                                            | Ya<br>Yes                                                   | Ya<br>Yes                                                               |

## Piagam dan Pedoman Tata Kerja Komite Audit

Persyaratan, tugas pokok dan fungsi, lingkup pekerjaan dan masa tugas. Komite Audit diatur dalam pedoman pelaksanaan kerja komite audit sebagaimana dituangkan dalam keputusan dewan komisaris PT Jakarta Tourisindo (Perseroda) Nomor: KEP-01/DEKOM/2024 Tentang Pedoman Pelaksanaan Kerja (*Chapter*) Komite Audit PT Jakarta Tourisindo (Perseroda).

## Uraian Tugas dan Tanggung Jawab

Dalam menjalankan fungsi dan tanggung jawabnya, Komite Audit memiliki peranan strategis dalam memastikan keandalan laporan keuangan perusahaan, mendorong keterbukaan informasi, serta memperkuat kepercayaan para pemangku kepentingan terhadap penerapan tata kelola perusahaan yang baik. Adapun tugas dan tanggung jawab Komite Audit Perusahaan meliputi:

1. Membantu Dewan Komisaris dalam memastikan tersedianya prosedur penelaahan yang memadai terhadap informasi keuangan yang akan dipublikasikan oleh perusahaan.
2. Mengajukan rekomendasi calon Auditor Independen (*Auditor Eksternal*) beserta usulan imbalan jasanya kepada Dewan Komisaris, serta melakukan pengawasan atas pelaksanaan tugas Auditor Independen, termasuk memberikan usulan pemberhentian apabila auditor tidak memenuhi standar dan ketentuan yang berlaku.
3. Melakukan evaluasi terhadap efektivitas sistem pengendalian internal perusahaan.
4. Menelaah tingkat kepatuhan perusahaan terhadap peraturan perundang-undangan yang berkaitan dengan kegiatan usaha.
5. Menyampaikan laporan kepada Dewan Komisaris mengenai pelaksanaan manajemen risiko yang dijalankan oleh Direksi.
6. Menerima, mengkaji, meneruskan kepada pihak terkait, serta memantau tindak lanjut atas pengaduan yang berhubungan dengan perusahaan.
7. Melaksanakan tugas khusus lainnya yang diberikan oleh Dewan Komisaris sesuai dengan ketentuan peraturan perundang-undangan.

## Audit Committee Charter and Work Guidelines

Requirements, main duties and functions, scope of work and term of office. The Audit Committee is regulated in the audit committee work implementation guidelines as outlined in the decision of the board of commissioners of PT Jakarta Tourisindo (Perseroda) Number: KEP-01/DEKOM/2024 Concerning the Work Implementation Guidelines (*Chapter*) of the Audit Committee of PT Jakarta Tourisindo (Perseroda).

## Description of Duties and Responsibilities

In carrying out its functions and responsibilities, the Audit Committee plays a strategic role in ensuring the reliability of the company's financial reports, promoting information disclosure, and strengthening stakeholder confidence in the implementation of good corporate governance. The duties and responsibilities of the Company's Audit Committee include:

1. Assisting the Board of Commissioners in ensuring the availability of adequate review procedures for financial information to be published by the company.
2. Submitting recommendations for candidates for Independent Auditor (External Auditor) along with proposed fees to the Board of Commissioners, as well as supervising the performance of the Independent Auditor's duties, including proposing dismissal if the auditor does not meet the applicable standards and requirements.
3. Evaluating the effectiveness of the company's internal control system.
4. Reviewing the company's level of compliance with laws and regulations related to business activities.
5. Submitting reports to the Board of Commissioners regarding the implementation of risk management carried out by the Board of Directors.
6. Receiving, reviewing, forwarding to the relevant parties, and monitoring follow-up on complaints related to the company.
7. Perform other special duties assigned by the Board of Commissioners in accordance with the provisions of laws and regulations.



8. Melakukan penilaian mandiri (*self-evaluation*) atas efektivitas pelaksanaan tugas serta melakukan pembaruan secara berkala terhadap Pedoman Kerja Komite Audit (*Audit Committee Charter*).

8. Conduct a self-evaluation of the effectiveness of the implementation of duties and periodically update the Audit Committee Charter.

### Pelaksanaan Kegiatan Tahun 2025

Komite Audit telah melaksanakan perannya secara efektif dalam menunjang fungsi pengawasan yang dijalankan oleh Dewan Komisaris pada tahun 2025. Aktivitas yang dilakukan diarahkan pada upaya memperkuat sistem pengendalian internal, meningkatkan keandalan dan kualitas pelaporan keuangan, serta memastikan kepatuhan perusahaan terhadap ketentuan dan regulasi yang berlaku. Adapun beberapa kegiatan utama yang telah dilaksanakan Komite Audit sepanjang tahun 2025 meliputi:

### Implementation of Activities in 2025

The Audit Committee has effectively carried out its role in supporting the supervisory function performed by the Board of Commissioners in 2025. Its activities are aimed at strengthening the internal control system, improving the reliability and quality of financial reporting, and ensuring the company's compliance with applicable rules and regulations. The main activities carried out by the Audit Committee throughout 2025 include:

| No                                                                                                                     | Program Kerja<br>Work Program                                                                                                                     | Realisasi<br>Realization |
|------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------|
| 1                                                                                                                      | Penyusunan TOR untuk Seleksi Eksternal Auditor<br>Preparation of TOR for External Auditor Selection                                               | Ya<br>Yes                |
| 2                                                                                                                      | Proses Seleksi Eksternal Auditor dan usulan Eksternal Auditor<br>External Auditor Selection Process and Proposal for External Auditor             | Ya<br>Yes                |
| Monitoring Kinerja Eksternal Auditor (KAP)<br>Monitoring of External Auditor (Public Accounting Firm) Performance      |                                                                                                                                                   |                          |
| 3                                                                                                                      | Review Audit Planning Eksternal Auditor<br>Review of External Auditor's Audit Planning                                                            | Ya<br>Yes                |
| 4                                                                                                                      | Monitoring Progres Report Pelaksanaan Pekerjaan eksternal Auditor<br>Monitoring of Progress Report on External Auditor's Work                     | Ya<br>Yes                |
| 5                                                                                                                      | Pembahasan Hasil Audit<br>Discussion of Audit Results                                                                                             | Ya<br>Yes                |
| Rapat Bulanan Komite Dewan Komisaris<br>Monthly Meeting of the Board of Commissioners Committee                        |                                                                                                                                                   |                          |
| 6                                                                                                                      | Pembahasan & Evaluasi Kinerja Keuangan Bulanan<br>Discussion & Evaluation of Monthly Financial Performance                                        | Ya<br>Yes                |
| 7                                                                                                                      | Pembahasan & Evaluasi Kinerja Operasional<br>Discussion & Evaluation of Operational Performance                                                   | Ya<br>Yes                |
| 8                                                                                                                      | Pembahasan & Evaluasi PKS & Kontrak Pengadaan Barang/Jasa<br>Discussion & Evaluation of PKS & Procurement Contracts for Goods/Services            | Ya<br>Yes                |
| 9                                                                                                                      | Lain-lain<br>Others                                                                                                                               | -                        |
| Penyusunan laporan Kegiatan Komite Dewan Komisaris<br>Preparation of Board of Commissioners Committee Activity Reports |                                                                                                                                                   |                          |
| 10                                                                                                                     | Penyusunan Laporan Semesteran Kegiatan Komite Dewan Komisaris<br>Preparation of Semi-Annual Report on Board of Commissioners Committee Activities | Ya<br>Yes                |
| Penyelenggaraan Rapat<br>Meeting Organizer                                                                             |                                                                                                                                                   |                          |
| 11                                                                                                                     | Pelaksanaan Rapat<br>Meeting Implementation                                                                                                       | Ya<br>Yes                |
| 12                                                                                                                     | Kehadiran Rapat<br>Meeting Attendance                                                                                                             | Ya<br>Yes                |
| 13                                                                                                                     | Penyelesaian Risalah Rapat<br>Completion of Meeting Minutes                                                                                       | Ya<br>Yes                |

### Frekuensi Tingkat Kehadiran Rapat

Komite Audit telah melaksanakan tugas dan tanggung jawabnya secara berkesinambungan

### Frequency of Meeting Attendance

The Audit Committee has carried out its duties and responsibilities on an ongoing basis through regular

melalui penyelenggaraan rapat rutin sepanjang tahun 2025. Rapat tersebut menjadi sarana evaluasi dan pembahasan berbagai hal strategis, antara lain terkait laporan keuangan, temuan audit internal maupun eksternal, penerapan manajemen risiko, serta tingkat kepatuhan perusahaan terhadap peraturan yang berlaku.

Selama periode tersebut, rapat Komite Audit diselenggarakan secara berkala sesuai dengan lingkup kewenangannya, dengan agenda yang mencakup pengawasan atas kualitas pelaporan keuangan, penilaian efektivitas pengendalian internal, pelaksanaan proses audit, serta pemantauan kepatuhan terhadap ketentuan yang berlaku.

Seluruh anggota Komite Audit juga menunjukkan partisipasi yang konsisten dengan tingkat kehadiran yang tinggi dalam setiap rapat, sebagai wujud komitmen dalam menjalankan fungsi pengawasan secara independen, objektif, dan profesional.

meetings throughout 2025. These meetings serve as a forum for evaluating and discussing various strategic matters, including financial reports, internal and external audit findings, risk management implementation, and the company's level of compliance with applicable regulations.

During this period, Audit Committee meetings were held periodically in accordance with its scope of authority, with an agenda that included oversight of the quality of financial reporting, assessment of the effectiveness of internal controls, implementation of the audit process, and monitoring of compliance with applicable regulations.

All members of the Audit Committee also demonstrated consistent participation with a high level of attendance at each meeting, as a manifestation of their commitment to carrying out their supervisory functions independently, objectively, and professionally.

| No | Nama<br>Name          | Jabatan<br>Position | Kehadiran (%)<br>Attendance (%) |
|----|-----------------------|---------------------|---------------------------------|
| 1  | Peronata Taufik Fatah | Ketua<br>Chairman   | 100%                            |
| 2  | Umar Suteges Yulianto | Anggota<br>Member   | 100%                            |
|    | Rata-rata<br>Average  |                     | 100%                            |

## Pendidikan dan Pelatihan Tahun 2025

Pada tahun 2025, Komite Audit tidak mengikuti pelatihan.

## Education and Training in 2025

In 2025, the Audit Committee did not participate in any trainings.

## Komite Pemantau Risiko dan Kepatuhan

## Risk Monitoring and Compliance Committee

**Ir. Yuari Prayanto**  
**Ketua Komite Pemantau Risiko & Kepatuhan**  
Chairman of the Risk & Compliance Monitoring Committee

Merujuk pada profil Komisaris di halaman 73  
Refer to the Commissioner profile on page 73

**Ir. Dadi Winarti**  
**Anggota Komite Pemantau Risiko & Kepatuhan**  
Member of Risk Monitoring & Compliance Committee

|                                                 |                                                     |
|-------------------------------------------------|-----------------------------------------------------|
| Kewarganegaraan<br>Nationality                  | Indonesia                                           |
| Tempat Tanggal Lahir<br>Place and Date of Birth | Cimahi, 22 Januari 1965<br>Cimahi, January 22, 1965 |
| Usia<br>Age                                     | 59 tahun<br>59 years old                            |
| Domisili<br>Domicile                            | Jakarta                                             |



|                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Dasar Hukum Penunjukan<br>Legal Basis of Appointment | <p>Menjabat sebagai Ketua Komite Pemantau Risiko &amp; Kepatuhan berdasarkan Surat Keputusan Dewan Komisaris Nomor: KEP-03/ DEKOM/2022 tanggal 30 Mei 2022 tentang Pengangkatan Anggota Komite Pemantau Risiko &amp; Kepatuhan PT Jakarta Tourisindo.   Served as</p> <p>Chairman of the Risk Monitoring &amp; Compliance Committee based on the Decree of the Board of Commissioners Number: KEP-03/ DEKOM/2022 dated May 30, 2022 on the Appointment of Members of the Risk Monitoring &amp; Compliance Committee of PT Jakarta Tourisindo.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| Pendidikan<br>Education                              | <p>Sarjana Jurusan Biologi, Institut Pertanian Bogor tahun 1988<br/>Bachelor's Degree in Biology, Bogor Agricultural University in 1988</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| Pengalaman Kerja<br>Work Experience                  | <ul style="list-style-type: none"> <li>- Product Manager Trustee PT RISTRA INDOLA (1988)</li> <li>- Manager Promosi &amp; Sponsor PT Jakarta Tourisindo (2005)</li> <li>- Senior Manager Umum &amp; SDM PT Jakarta Tourisindo (2012)</li> <li>- Senior Manager Marketing Korporat &amp; Investasi PT Jakarta Tourisindo (2013)</li> <li>- Senior Manager Umum &amp; SDM PT Jakarta Tourisindo (2016)</li> <li>- Senior Manager Umum &amp; Legal PT Jakarta Tourisindo (2016)</li> <li>- Senior Manager Sales &amp; Marketing PT Jakarta Tourisindo (2018)</li> <li>- General Manager Grand Cempaka Business</li> <li>- Komite Pemantau Risiko &amp; Kepatuhan PT Jakarta Tourisindo (2021-sekarang)</li> </ul> <ul style="list-style-type: none"> <li>- Product Manager Trustee PT RISTRA INDOLA (1988)</li> <li>- Promotion &amp; Sponsorship Manager of PT Jakarta Tourisindo (2005)</li> <li>- Senior Manager General &amp; HR PT Jakarta Tourisindo (2012)</li> <li>- Senior Manager Corporate Marketing &amp; Investment PT Jakarta Tourisindo (2013)</li> <li>- Senior Manager General &amp; HR PT Jakarta Tourisindo (2016)</li> <li>- Senior Manager General &amp; Legal PT Jakarta Tourisindo (2016)</li> <li>- Senior Manager Sales &amp; Marketing PT Jakarta Tourisindo (2018)</li> <li>- General Manager Grand Cempaka Business PT Jakarta Tourisindo (2019)</li> <li>- Risk &amp; Compliance Monitoring Committee of PT Jakarta Tourisindo (2021-present)</li> </ul> |

## Independensi

Seluruh anggota Komite Pemantau Risiko & Kepatuhan dipilih melalui proses seleksi yang mempertimbangkan aspek independensi, sehingga dipastikan tidak terdapat potensi benturan kepentingan dengan perusahaan, manajemen, maupun pihak lain yang dapat memengaruhi objektivitas penilaian dan pengambilan keputusan. Komite ini diisi oleh para profesional yang memiliki kompetensi, pengalaman, serta rekam jejak yang kuat di bidang manajemen risiko, hukum, dan kepatuhan, serta tidak memiliki hubungan afiliasi dengan pemegang saham pengendali maupun jajaran manajemen eksekutif.

Sesuai dengan Piagam Komite Pemantau Risiko & Kepatuhan, kriteria independensi yang harus dipenuhi oleh anggota komite meliputi:

1. Tidak pernah menjabat sebagai karyawan kunci Perusahaan dalam kurun waktu 1 (satu) tahun terakhir sebelum pengangkatan oleh Dewan Komisaris.
2. Tidak memiliki kepemilikan saham di Perusahaan, baik secara langsung maupun tidak langsung.
3. Tidak memiliki hubungan afiliasi dengan Perusahaan, anggota Dewan Komisaris, anggota Direksi, maupun Pemegang Saham Pengendali.
4. Tidak memiliki kepentingan pribadi atau keterkaitan tertentu yang berpotensi menimbulkan konflik kepentingan atau dampak negatif bagi Perusahaan.
5. Tidak merangkap jabatan sebagai pengurus partai politik dan/atau sebagai anggota legislatif serta kepala daerah atau wakil kepala daerah.

## Independence

All members of the Risk & Compliance Monitoring Committee are selected through a selection process that considers independence, ensuring that there is no potential conflict of interest with the company, management, or other parties that could affect the objectivity of assessments and decision-making. This committee is composed of professionals who have competence, experience, and a strong track record in the fields of risk management, law, and compliance, and who have no affiliation with controlling shareholders or executive management.

In accordance with the Risk & Compliance Monitoring Committee Charter, the independence criteria that must be met by committee members include:

1. Never having served as a key employee of the Company within the last 1 (one) year prior to appointment by the Board of Commissioners.
2. Not owning shares in the Company, either directly or indirectly.
3. Not having any affiliation with the Company, members of the Board of Commissioners, members of the Board of Directors, or Controlling Shareholders.
4. Not having any personal interests or specific connections that could potentially cause conflicts of interest or negative impacts on the Company.
5. Not holding concurrent positions as political party officials and/or legislative members, regional heads, or deputy regional heads.

Berdasarkan hasil penelaahan terhadap seluruh persyaratan tersebut, seluruh anggota Komite Pemantau Risiko & Kepatuhan dinyatakan telah memenuhi ketentuan independensi yang ditetapkan.

Based on the review of all these requirements, all members of the Risk & Compliance Monitoring Committee are declared to have met the established independence requirements.

| No | Nama<br>Name   | Kriteria Independensi<br>Independence Criteria |                                                               |                                                             |                                                                         |
|----|----------------|------------------------------------------------|---------------------------------------------------------------|-------------------------------------------------------------|-------------------------------------------------------------------------|
|    |                | Bukan Karyawan Kunci<br>Non Key Employee       | Tidak Mempunyai Hubungan Afiliasi<br>No Personal Relationship | Tidak Mempunyai Kepentingan pribadi<br>No Personal interest | Tidak Menjabat Pengurus Partai Politik<br>No Political party Management |
| 1  | Yuari Prayanto | Ya<br>Yes                                      | Ya<br>Yes                                                     | Ya<br>Yes                                                   | Ya<br>Yes                                                               |
| 2  | Dadi Winarti   | Ya<br>Yes                                      | Ya<br>Yes                                                     | Ya<br>Yes                                                   | Ya<br>Yes                                                               |

### Piagam dan Pedoman Tata Kerja Komite Pemantau Risiko & Kepatuhan

Piagam dan pedoman tata kerja Komite Pemantau Risiko dan Kepatuhan mengacu pada Surat Keputusan Dewan Komisaris PT Jakarta Tourisindo (Perseroda) Nomor KEP-02/DEKOM/2024 Tentang Pedoman Pelaksanaan Kerja (Charter) Komite Pemantau Risiko dan Kepatuhan PT Jakarta Tourisindo (Perseroda).

### Risk & Compliance Monitoring Committee Charter and Work Guidelines

The Charter and work guidelines of the Risk and Compliance Monitoring Committee refer to the Decree of the Board of Commissioners of PT Jakarta Tourisindo (Perseroda) Number KEP-02/DEKOM/2024 concerning the Work Implementation Guidelines (Charter) of the Risk and Compliance Monitoring Committee of PT Jakarta Tourisindo (Perseroda).

### Uraian Tugas dan Tanggung Jawab

Komite Pemantau Risiko & Kepatuhan memiliki peran strategis dalam memperkuat ketahanan perusahaan, memastikan keberlangsungan usaha, serta membangun kepercayaan para pemangku kepentingan terhadap kinerja dan integritas perusahaan. Sepanjang tahun 2025, Komite ini telah menjalankan berbagai aktivitas sesuai dengan agenda kerja Komite Pemantau Manajemen Risiko, di antaranya meliputi kegiatan-kegiatan sebagai berikut:

### Description of Duties and Responsibilities

The Risk & Compliance Monitoring Committee plays a strategic role in strengthening the company's resilience, ensuring business continuity, and building stakeholder confidence in the company's performance and integrity. Throughout 2025, the Committee has carried out various activities in accordance with the Risk Management Monitoring Committee's work agenda, including the following activities:

| No                                                                                                            | Program Kerja<br>Work Program                                                                                                                                                 | Realisasi |
|---------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|
| Persiapan<br>Preparation                                                                                      |                                                                                                                                                                               |           |
| 1                                                                                                             | Menyusun Program Kerja Dewan Komisaris – Komite Dewan Komisaris Tahun 2025<br>Developing the Board of Commissioners Work Program - Board of Commissioners Committee Year 2025 | Ya<br>Yes |
| 2                                                                                                             | Penyusunan Target KPI Korporasi (Direksi & Dewan Komisaris) tahun 2025<br>Preparation of Corporate KPI Targets (Board of Directors & Board of Commissioners) in 2025          | Ya<br>Yes |
| Rapat Bulanan Direksi dan Dewan Komisaris<br>Monthly Meeting of Board of Directors and Board of Commissioners |                                                                                                                                                                               |           |
| 3                                                                                                             | Pembahasan Kinerja Keuangan bulanan<br>Discussion of monthly Financial Performance                                                                                            | Ya<br>Yes |
| 4                                                                                                             | Monitoring Keputusan Rapat Direksi dan Dewan Komisaris<br>Monitoring of Board of Directors and Board of Commissioners Meeting Decisions                                       | Ya<br>Yes |
| 5                                                                                                             | Evaluasi Laporan Keuangan Triwulanan<br>Evaluation of Quarterly Financial Report                                                                                              | Ya<br>Yes |
| 6                                                                                                             | Penyusunan Laporan KPI Korporasi Triwulanan<br>Preparation of Quarterly Corporate KPI Report                                                                                  | Ya<br>Yes |



| No                                                                                                                    | Program Kerja<br>Work Program                                                                                                                                                  | Realisasi   |
|-----------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|
| 7                                                                                                                     | Penyusunan Laporan Hasil Pengawasan Semesteran<br>Preparation of the Semi-Annual Monitoring Report                                                                             | Ya<br>Yes   |
| Sinegi dengan Internal Auditor<br>Synergy with Internal Auditor                                                       |                                                                                                                                                                                |             |
| 8                                                                                                                     | Reviu Progres Pelaksanaan Program Kerja Satuan Internal Audit Semesteran<br>Review of the Progress of the Implementation of the Internal Audit Unit Work Program<br>Semesterly | Ya<br>Yes   |
| 9                                                                                                                     | Reviu Laporan Hasil Audit Semesteran<br>Review of Semesterly Audit Report                                                                                                      | Ya<br>Yes   |
| 10                                                                                                                    | Monitoring Tindak Lanjut Temuan Hasil Audit Internal & Eksternal oleh pihak manajemen<br>Monitoring the Follow-up of Internal & External Audit Findings by management          | Ya<br>Yes   |
| Seleksi Eksternal Auditor<br>External Auditor Selection                                                               |                                                                                                                                                                                |             |
| 11                                                                                                                    | Penyusunan TOR untuk Seleksi Eksternal Auditor<br>Preparation of TOR for External Auditor Selection                                                                            | Tidak<br>No |
| 12                                                                                                                    | Proses Seleksi Eksternal Auditor dan usulan Eksternal Auditor<br>External Auditor Selection Process and External Auditor proposal                                              | Tidak       |
| Monitoring Kinerja Eksternal Auditor (KAP)<br>Monitoring External Auditor Performance (KAP)                           |                                                                                                                                                                                |             |
| 13                                                                                                                    | Review Audit Planning Eksternal Auditor<br>Review of External Auditor Audit Planning                                                                                           | Tidak<br>No |
| 14                                                                                                                    | Monitoring Progres Report Pelaksanaan Pekerjaan eksternal Auditor<br>Monitoring Progress Report of External Auditor Job Implementation                                         | Tidak<br>No |
| 15                                                                                                                    | Pembahasan Hasil Audit<br>Discussion of Audit Results                                                                                                                          | Ya<br>Yes   |
| Rapat Bulanan Komite Dewan Komisaris<br>Monthly Meeting of the Board of Commissioners Committee                       |                                                                                                                                                                                |             |
| 16                                                                                                                    | Pembahasan & Evaluasi Kinerja Keuangan Bulanan<br>Discussion & Evaluation of Monthly Financial Performance                                                                     | Ya<br>Yes   |
| 17                                                                                                                    | Pembahasan & Evaluasi Kinerja Operasional<br>Discussion & Evaluation of Operational Performance                                                                                | Ya<br>Yes   |
| 18                                                                                                                    | Pembahasan & Evaluasi PKS & Kontrak Pengadaan Barang/Jasa<br>Discussion & Evaluation of Goods/ Services Procurement MCC & Contract                                             | Tidak<br>No |
| 19                                                                                                                    | Lain-lain<br>Others                                                                                                                                                            | -           |
| Penyusunan laporan Kegiatan Komite Dewan Komisaris<br>Preparation of Board of Commissioners Committee Activity Report |                                                                                                                                                                                |             |
| 20                                                                                                                    | Penyusunan Laporan Semesteran Kegiatan Komite Dewan Komisaris<br>Preparation of Semesterly Report of Board of Commissioners Committee Activities                               | Ya<br>Yes   |
| Penyelenggaraan Rapat<br>Meeting Organizer                                                                            |                                                                                                                                                                                |             |
| 21                                                                                                                    | Pelaksanaan Rapat<br>Meeting Implementation                                                                                                                                    | 100%        |
| 22                                                                                                                    | Kehadiran Rapat<br>Meeting Attendance                                                                                                                                          | 100%        |
| 23                                                                                                                    | Penyelesaian Risalah Rapat<br>Completion of Meeting Minutes                                                                                                                    | 100%        |

### Frekuensi Tingkat Kehadiran Rapat

Dalam rangka menjamin optimalnya pelaksanaan fungsi pengawasan terhadap manajemen risiko dan kepatuhan, Komite Pemantau Risiko & Kepatuhan secara konsisten menyelenggarakan rapat internal serta pertemuan koordinasi dengan pihak manajemen terkait. Sepanjang tahun 2025, rapat-rapat tersebut dilaksanakan secara berkala sesuai dengan kebutuhan serta cakupan tugas pengawasan yang diemban.

### Frequency of Meeting Attendance

In order to ensure the optimal implementation of risk management and compliance oversight functions, the Risk & Compliance Monitoring Committee consistently holds internal meetings and coordination meetings with relevant management parties. Throughout 2025, these meetings will be held periodically in accordance with the needs and scope of the oversight tasks undertaken.



Seluruh anggota Komite menunjukkan tingkat kehadiran yang tinggi disertai partisipasi aktif dalam setiap pembahasan, khususnya terhadap agenda-agenda strategis yang berkaitan dengan pengelolaan risiko dan kepatuhan perusahaan.

All members of the Committee demonstrated a high level of attendance and active participation in every discussion, particularly on strategic agendas related to corporate risk management and compliance.

| No | Nama<br>Name         | Jabatan<br>Position | Kehadiran (%)<br>Attendance (%) |
|----|----------------------|---------------------|---------------------------------|
| 1  | Yuari Prayanto       | Ketua<br>Chairman   | 100%                            |
| 2  | Dadi Winarti         | Anggota<br>Member   | 100%                            |
|    | Rata-rata<br>Average |                     | 100%                            |

Pelaksanaan Kegiatan Tahun 2025

Activities in 2025

Pada tahun 2025, Komite Pemantau Risiko & Kepatuhan telah melakukan berbagai kegiatan sebagai berikut:

- 1. Menyusun Program Kerja Komite Dekom
- 2. Menyusun Laporan Semesteran Kegiatan Komite

In 2025, the Risk & Compliance Monitoring Committee has carried out activities as follows:

- 1. Developing the Board of Commissioners' Committee Work Program
- 2. Preparing Semesterly Reports on Committee Activities

Dalam tahun 2025, rencana kerja komite Dewan Komisaris (Komite Audit & Komite Pemantau Risiko) seluruhnya telah dilaksanakan dengan target yang ditetapkan oleh Dewan Komisaris sebagaimana ditetapkan dalam SK Dewan Komisaris Perseroan Terbatas Jakarta Tourisindo (Perseroda) Nomor KEP-07/DEKOM/2024 Tentang Penetapan Program Kerja Komite Dewan Komisaris PT Jakarta Tourisindo (Perseroda) Tahun 2025.

In 2025, the work plans of the Board of Commissioners' committees (Audit Committee & Risk Monitoring Committee) were fully implemented, meeting the targets set by the Board of Commissioners, as stipulated in the Decree of the Board of Commissioners of PT Jakarta Tourisindo (Perseroda) No. KEP-07/DEKOM/2024 concerning the Determination of the Board of Commissioners' Committee Work Program of PT Jakarta Tourisindo (Perseroda) for 2025.

Pendidikan dan Pelatihan Tahun 2025

Education and Training in 2025

Pada tahun 2025, Komite Pemantau Risiko & Kepatuhan tidak mengikuti pelatihan.

In 2025, the Risk & Compliance Monitoring Committee did not participate in any trainings.

# Sekretaris Perusahaan

## Corporate Secretary

### AT. Erik Triadi, S.IP Sekretaris Perusahaan Corporate Secretary

|                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Kewarganegaraan<br>Nationality                       | Indonesia                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| Tempat Tanggal Lahir<br>Place and Date of Birth      | Singkawang, 24 Agustus 1983<br>Singkawang, Agustus 24, 1983                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| Usia<br>Age                                          | 42 tahun<br>42 years old                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Domisili<br>Domicile                                 | Jakarta                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| Dasar Hukum Penunjukan<br>Legal Basis of Appointment | Menjabat sebagai Sekretaris Perusahaan berdasarkan Surat Keputusan Direksi Perusahaan Terbatas Jakarta Tourisindo Nomor: 30 tahun 2021 tanggal 14 April 2021.<br>Served as Corporate Secretary based on the Decree of the Board of Directors of Jakarta Tourisindo Limited Company Number: 30 of 2021 dated April 14, 2021.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| Pendidikan<br>Education                              | Tahun 2008: Sarjana Ilmu Politik, Sekolah Tinggi Pembangunan Masyarakat Desa "APMD" Yogyakarta<br>2008: Bachelor of Political Science, College of Village Community Development "APMD" Yogyakarta                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| Pengalaman Kerja<br>Work Experience                  | <ul style="list-style-type: none"> <li>- Staf Ahli Government Relation, Kantor Pusat (2021).</li> <li>- Manager Pengembangan Aplikasi Sistem Informasi Desa dan Kawasan (SIDEKA), Badan Prakarsa Pemberdayaan Desa dan Kawasan (2015-2020)</li> <li>- Deputy Direktur, Lembaga Swadaya Masyarakat Rumah Suluh (2014-2018)</li> <li>- Redaktur Swara Kampus, Suplemen SKH Kedaulatan Rakyat Untuk Kalangan Kampus (2010- 2015)</li> <li>- Program officer, Yayasan Lappera Indonesia (2006-2010)</li> <li>- Government Relations Expert Staff, Head Office (2021).</li> <li>- Manager of Village and Area Information System Application Development (SIDEKA), Village and Area Empowerment Initiative Agency (2015-2020)</li> <li>- Deputy Director, Rumah Suluh Non-Governmental Organization (2014-2018)</li> <li>- Editor of Swara Kampus, a supplement of SKH Kedaulatan Rakyat for the campus community (2010-2015)</li> <li>- Program officer, Lappera Indonesia Foundation (2006-2010)</li> </ul> |

### Uraian Tugas

Tugas dan tanggung jawab Sekretaris Perusahaan, antara lain meliputi:

1. Membantu, mewakili dan mendampingi Direktur Utama untuk menyiapkan dan memberikan keterangan mengenai perusahaan kepada stakeholder, pemerintah, masyarakat, dan media massa;
2. Menyusun dan mengusulkan program, strategi, kebijakan, rencana kegiatan dan anggaran dari Corporate Secretary;
3. Mengarahkan pendistribusian berbagai dokumen yang berkenaan dengan kehumasan, ketetapan-ketetapan dan dokumen resmi lainnya;
4. Memberikan informasi segera atas kejadian aktual yang sebenarnya terjadi di perusahaan sebagai respons atas adanya rumor-rumor atau isu-isu baik yang bersifat positif maupun negatif kepada pihak luar;

### Description of Duties

The duties and responsibilities of the Corporate Secretary include the following:

1. Assisting, representing, and accompanying the President Director in preparing and providing information about the company to stakeholders, government, the public, and the media;
2. Developing and proposing programs, strategies, policies, activity plans, and budgets for the Corporate Secretary;
3. Directing the distribution of various documents related to public relations, regulations, and other official documents;
4. Providing timely information on actual events occurring in the company as a response to rumors or issues, whether positive or negative, to outside parties;



5. Memastikan terselenggaranya hubungan baik dengan pihak luar perusahaan, pemerintah, masyarakat, media massa dan pemegang saham (*stakeholder*);
6. Mengumpulkan informasi mengenai hasil pekerjaan seluruh bagian di departemen *Corporate Secretary*;
7. Memantau secara berkala kebijakan pemerintah DKI Jakarta, baik kebijakan baru maupun kebijakan lama;
8. Melakukan lobby untuk mempercepat dan mempermudah urusan perizinan baik pengadaan event maupun *launching* produk perusahaan; dan
9. Menggali data dari pemerintah terkait kebutuhan birokrasi perusahaan.

## Pelaksanaan Tugas Tahun 2025

Sekretaris Perusahaan telah melaksanakan fungsinya secara efektif sebagai penghubung antara manajemen, Dewan Komisaris, pemegang saham, regulator, serta para pemangku kepentingan lainnya sepanjang tahun 2025. Peran tersebut dijalankan untuk mendukung terwujudnya transparansi, akuntabilitas, dan penerapan prinsip-prinsip tata kelola perusahaan yang baik.

Adapun pelaksanaan tanggung jawab utama Sekretaris Perusahaan selama tahun 2025 meliputi:

1. Memastikan Perusahaan menerapkan dan mengelola prinsip-prinsip *Good Corporate Governance* (GCG) dengan baik;
2. Sebagai penghubung atau contact person antara perusahaan dengan masyarakat. Pengelolaan komunikasi perusahaan dengan pihak eksternal dan internal;
3. Membuat, memelihara dan menyimpan Daftar Pemegang Saham dan Daftar Khusus;
4. Sekretaris perusahaan bersama-sama fungsi Human Capital perusahaan memfasilitasi, dan memonitor, terselenggaranya program peningkatan pengetahuan Direksi yang telah ditetapkan;
5. Menyelenggarakan program pengenalan bagi anggota Dewan Komisaris baru atau anggota Direksi baru;
6. Pelaksanaan Keterbukaan Informasi, melalui penyampaian laporan dan informasi material Perusahaan kepada pemegang saham dan pemangku kepentingan lainnya sesuai dengan ketentuan yang berlaku.

## Pendidikan dan Pelatihan Tahun 2025

Pada tahun 2025, Sekretaris Perusahaan telah mengikuti pelatihan sebagai berikut:

1. Pelatihan Mencegah Keputusan Bisnis BUMN/D Terjerat dalam Kasus Korupsi yang diselenggarakan oleh Visi Integritas pada 6 Desember 2025;
2. Pelatihan Menjadi *Government Relation* yang diselenggarakan oleh Kompas Institut.

5. Ensuring good relations with external parties, including the government, the public, the media, and shareholders (*stakeholders*);
6. Collecting information on the performance results of all divisions within the *Corporate Secretary* department;
7. Regularly monitoring policies from the DKI Jakarta government, including new and existing policies;
8. Lobbying to expedite and simplify licensing matters related to event procurement and product launches; and
9. Gathering data from the government regarding the bureaucratic needs of the company

## Implementation of Duties in 2025

The *Corporate Secretary* has effectively performed his/her duties as a liaison between management, the Board of Commissioners, shareholders, regulators, and other stakeholders throughout 2025. This role is carried out to support transparency, accountability, and the implementation of good corporate governance principles.

The *Company Secretary's* main responsibilities during 2025 included:

1. Ensuring the Company implements and manages the principles of *Good Corporate Governance* (GCG) properly;
2. Acting as a liaison or contact person between the company and the public. Managing the company's communications with external and internal parties;
3. Creating, maintaining, and storing the Shareholder Register and Special Register;
4. The *Corporate Secretary*, in conjunction with the company's Human Capital function, facilitates and monitors the implementation of established knowledge improvement programs for the Board of Directors;
5. Organizing induction programs for new members of the Board of Commissioners or new members of the Board of Directors;
6. Implementing Information Disclosure, through the submission of reports and material Company information to shareholders and other stakeholders in accordance with applicable regulations.

## Education and Training in 2025

In 2025, *Corporate Secretary* has participated in the following trainings:

1. Training on Preventing State-Owned Enterprises' Business Decisions from Being Entangled in Corruption Cases, held by Visi Integritas on December 6, 2025;
2. Government Relations Training, held by Kompas Institute.

# Internal Audit dan Manajemen Risiko

## Internal Audit and Risk Management

|                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Haryanto, SE, M. Ak, PIA, CRMO, CPRBIA, CTFAIA, CTIA, CAIA, CFAS, CCFE, CRMA, CICP, CPGRG, C.RM, CSLM</b><br><b>Kepala Satuan Internal Audit dan Manajemen Risiko</b><br>Head of Internal Audit Unit and Risk Management |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| Kewarganegaraan<br>Nationality                                                                                                                                                                                              | Indonesia                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| Tempat Tanggal Lahir<br>Place and Date of Birth                                                                                                                                                                             | Jakarta, 17 Agustus 1976<br>Jakarta, August 17, 1976                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| Usia<br>Age                                                                                                                                                                                                                 | 49 Tahun<br>49 Years old                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| Domisili<br>Domicile                                                                                                                                                                                                        | Bekasi Utara, Bekasi                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| Dasar Hukum Penunjukan<br>Legal Basis of Appointment                                                                                                                                                                        | SK Direksi Nomor 129 Tahun 2024.<br>Board of Directors Decree No. 129 of 2024                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| Pendidikan<br>Education                                                                                                                                                                                                     | <div>- Tahun 1999: S1-Sekolah Tinggi Ilmu Ekonomi Indonesia (STEI)</div> <div>- Tahun 2024 : S2-Sekolah Tinggi Ilmu Ekonomi Indonesia (STEI)</div> <div>- Year 1999: S1 -Indonesian College of Economics (STEI)</div> <div>- Year 2024: Master's Degree - Indonesian College of Economics (STEI)</div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| Pengalaman Kerja<br>Work Experience                                                                                                                                                                                         | <div>- Chief Accounting Apartemen Cempaka Sunter/PD Wisata Niaga Jaya (2000-2008)</div> <div>- Chief Accounting D'Arcici Hotel Plumpang/PT Jakarta Tourisindo (2008-2016)</div> <div>- Auditor Kantor Pusat/PT Jakarta Tourisindo (2016-2017)</div> <div>- Manager Keuangan &amp; Pajak Keuangan Kantor Pusat/PT Jakarta Tourisindo ( 2017-2018)</div> <div>- Manager Administrasi &amp; Keuangan C'One Hotel Cempaka Putih/ PT Jakarta Tourisindo (2018)</div> <div>- Plt Financial Controler Grand Cempaka Business Hotel/PT Jakarta Tourisindo (2018-2019)</div> <div>- Manager Administrasi &amp; Keuangan D'Arcici Hotel Sunter/PT Jakarta Tourisindo ( Maret - Juni 2019)</div> <div>- Manager Administrasi &amp; Keuangan D'Arcici Hotel Alhijra (Cempaka Putih)/PT Jakarta Tourisindo (Juli- Oktober 2019)</div> <div>- Manager Audit Kantor Pusat/PT Jakarta Tourisindo (2019-2024)</div> <div>- Manager Manajemen Risiko Kantor Pusat/PT Jakarta Tourisindo (Februari 2024- Sekarang)</div> <div>- Plt Kepala Satuan Internal Audit Kantor Pusat/PT Jakarta Tourisindo (Desember 2024 - Sekarang)</div> <div>- Kepala Satuan Internal Audit (Sept Tahun 2025 – Desember 2025)</div> <div>- Kepala Satuan Internal Audit dan Manajemen Risiko (Desember 2025 – Sekarang)</div> <div>- Chief Accounting Cempaka Apartment Sunter/PD Wisata Niaga Jaya (2000-2008)</div> <div>- Chief Accounting D'Arcici Hotel Plumpang / PT Jakarta Tourisindo (2008-2016)</div> <div>- Auditor Head Office / PT Jakarta Tourisindo (2016-2017)</div> <div>- Finance &amp; Tax Manager Head Office / PT Jakarta Tourisindo (2017-2018)</div> <div>- Administration &amp; Finance Manager C'One Hotel Cempaka Putih / PT Jakarta Tourisindo (2018)</div> <div>- Acting Financial Controler Grand Cempaka Business Hotel / PT Jakarta Tourisindo (2018-2019)</div> <div>- Administration &amp; Finance Manager D'Arcici Hotel Sunter/PT Jakarta Tourisindo (March -June 2019)</div> <div>- Administration &amp; Finance Manager D'Arcici Hotel Alhijra (Cempaka Putih)/PT Jakarta Tourisindo (July-October 2019)</div> <div>- Audit Manager Head Office/PT Jakarta Tourisindo (2019-2024)</div> <div>- Risk Management Manager Head Office/PT Jakarta Tourisindo (February 2024-Present)</div> <div>- Acting Head of Internal Audit Unit Head Office/PT Jakarta Tourisindo (December 2024-Present)</div> <div>- Head of Internal Audit Unit Head (September 2025 – December 2025)</div> <div>- Head of Internal Audit Unit and Risk Management Unit (December 2025 – Present)</div> |

### Uraian Tugas

Setiap auditor internal Perusahaan menjalankan fungsi dan tanggung jawabnya dengan mengacu pada Piagam Audit Internal yang telah ditetapkan melalui Surat

### Description of Duties

Each internal auditor of the Company performs their duties and responsibilities in accordance with the Internal Audit Charter established through PT Jakarta





Keputusan Direksi PT Jakarta Tourisindo Nomor 021 Tahun 2010 tanggal 19 Februari 2010 tentang Internal Audit Charter PT Jakarta Tourisindo, yang kemudian diperbarui pada 13 Januari 2022. Adapun tugas dan tanggung jawab Satuan Internal Audit dan Manajemen Risiko meliputi hal-hal sebagai berikut:

1. Menyusun serta melaksanakan Program Kerja Audit Internal tahunan;
2. Melakukan pengujian dan evaluasi terhadap efektivitas pengendalian internal, penerapan GCG, serta sistem manajemen risiko sesuai kebijakan Perusahaan;
3. Melaksanakan pemeriksaan dan penilaian atas tingkat efisiensi dan efektivitas pada bidang administrasi, keuangan, akuntansi, operasional, sumber daya manusia, pemasaran, investasi, teknologi informasi, dan aktivitas lainnya secara berkala;
4. Memberikan rekomendasi perbaikan serta informasi yang objektif kepada manajemen atas kegiatan yang telah diperiksa;
5. Menyusun laporan hasil audit dan menyampaikannya kepada Direktur Utama serta Dewan Komisaris dan/atau Komite Audit;
6. Melakukan audit khusus apabila dipandang diperlukan;
7. Memantau, menganalisis, dan melaporkan tindak lanjut atas rekomendasi perbaikan yang telah diberikan;
8. Menjalin koordinasi dan kerja sama dengan Komite Audit; serta
9. Melakukan evaluasi kualitas pelaksanaan kegiatan audit internal secara berkala.

## Wewenang

Berdasarkan Piagam Audit, uraian wewenang SIA antara lain sebagai berikut:

1. Menyusun, mengubah, dan melaksanakan prosedur dan teknik audit.
2. Mengakses seluruh informasi, dokumen, dan catatan dengan perusahaan dan individu yang relevan untuk mendapatkan data dan informasi yang berkaitan dengan pelaksanaan tugas.
3. mengakses fisik aset perusahaan yang berkaitan dengan pelaksanaan tugas.
4. Melakukan verifikasi dan uji keandalan terhadap informasi yang diperoleh, dalam rangka kaitan dengan penilaian efektivitas sistem pengendalian intern, penerapan *Good Corporate Governance* dan sistem manajemen risiko sesuai dengan kebijakan Perusahaan .
5. Melakukan koordinasi kegiatan audit internal dengan kegiatan auditor eksternal.
6. Melakukan komunikasi secara langsung dengan Direksi, Komisaris, dan Komite Audit.

Tourisindo Board of Directors Decree Number 021 of 2010 dated February 19, 2010 concerning the Internal Audit Charter of PT Jakarta Tourisindo, which was subsequently updated on January 13, 2022. The duties and responsibilities of the Internal Audit Unit and Risk Management include the following:

1. Preparing and implementing the annual Internal Audit Work Program;
2. Testing and evaluating the effectiveness of internal controls, the implementation of GCG, and the risk management system in accordance with Company policy;
3. Conducting periodic examinations and assessments of the level of efficiency and effectiveness in the areas of administration, finance, accounting, operations, human resources, marketing, investment, information technology, and other activities;
4. Providing recommendations for improvement and objective information to management on the activities that have been examined;
5. Preparing audit reports and submitting them to the President Director and the Board of Commissioners and/or the Audit Committee;
6. Conduct special audits when deemed necessary;
7. Monitor, analyze, and report on the follow-up of improvement recommendations that have been given;
8. Coordinate and cooperate with the Audit Committee; and
9. Evaluate the quality of internal audit activities on a regular basis.

## Authority

Based on the Audit Charter, the description of the authority of the Internal Audit Unit (SIA) includes the following:

1. Developing, amending, and implementing audit procedures and techniques.
2. Accessing all information, documents, and records within the company and from relevant individuals to obtain data and information related to the execution of duties.
3. Accessing physical assets of the company related to the execution of tasks.
4. Performing verification and reliability testing of the information obtained, in relation to the assessment of the effectiveness of the internal control system, implementation of *Good Corporate Governance* (GCG), and risk management systems in accordance with the Company's policies.
5. Coordinating internal audit activities with those of external auditors.
6. Communicating directly with the Board of Directors, Commissioners, and the Audit Committee.

## Jumlah Karyawan

Satuan Internal Audit (SIA) dan Manajemen Risiko pada tahun 2025 didukung oleh tenaga kerja yang memiliki kompetensi dan profesionalisme yang memadai untuk menunjang optimalisasi pelaksanaan fungsi audit internal di seluruh lini operasional perusahaan. Jumlah personel yang tergabung dalam SIA pada tahun 2025 tercatat sebanyak 5 orang, dengan komposisi sebagai berikut:

| Uraian<br>Description          | 31 Desember 2025<br>December 31, 2025 |
|--------------------------------|---------------------------------------|
| Kepala SIA<br>Head of AIS      | 1                                     |
| Manager Audit<br>Audit Manager | 1                                     |
| Manager Manajemen Risiko       | 1                                     |
| Auditor                        | 2                                     |
| Jumlah<br>Total                | 5                                     |

## Pelatihan Sertifikasi Profesi

Sebagai bagian dari komitmen untuk meningkatkan kualitas kompetensi dan profesionalisme, Satuan Internal Audit (SIA) dan Manajemen Risiko memiliki agenda pengembangan kapasitas melalui program pelatihan dan sertifikasi profesi. Inisiatif ini ditujukan untuk memperkuat kemampuan auditor internal agar dapat menjalankan tugas secara efektif, independen, serta selaras dengan standar audit yang berlaku, baik nasional maupun internasional.

Namun demikian, sepanjang tahun 2025 SIA belum mengikuti kegiatan pelatihan maupun program sertifikasi profesi. Meskipun begitu, Perusahaan tetap menunjukkan komitmen dalam pengembangan kompetensi auditor internal melalui perencanaan peningkatan kapasitas pada periode mendatang, guna mendukung pelaksanaan fungsi pengawasan yang lebih optimal, objektif, dan sesuai dengan standar yang ditetapkan.

## Number of Emploeyss

Head of Internal Audit Unit and Risk Management in 2025 will be supported by a workforce with adequate competence and professionalism to support the optimization of internal audit functions across all lines of the company's operations. The number of personnel included in the SIA in 2025 is recorded at 5 people, with the following composition:

## Professional Certification Training

As part of its commitment to improving competency and professionalism, Head of Internal Audit Unit and Risk Management has a capacity building agenda through training and professional certification programs. This initiative is aimed at strengthening the capabilities of internal auditors so that they can perform their duties effectively, independently, and in line with applicable national and international auditing standards.

However, throughout 2025, the IAU has not participated in any training activities or professional certification programs. Nevertheless, the Company remains committed to developing the competencies of internal auditors through capacity building plans for the coming period, in order to support the implementation of a more optimal, objective, and standard-compliant sup

| No | Jenis Pelatihan<br>Type of Training                                                   | Jumlah Peserta<br>Number of Participants |
|----|---------------------------------------------------------------------------------------|------------------------------------------|
| 1  | Pelatihan Financial Analyst Professional<br>Professional Financial Analyst Training   | 1                                        |
| 2  | Pelatihan Internal Audit Senior<br>Senior Internal Audit Training                     | 1                                        |
| 3  | Pelatihan Fundamental Internal Audit<br>Fundamentals of Internal Audit Training       | 1                                        |
| 4  | Pelatihan Professional Fraud Investigator<br>Professional Fraud Investigator Training | 1                                        |
| 5  | Pelatihan IT Auditor Professional<br>Professional IT Auditor Training                 | 1                                        |
| 6  | Pelatihan HR Audit<br>HR Audit Training                                               | 1                                        |

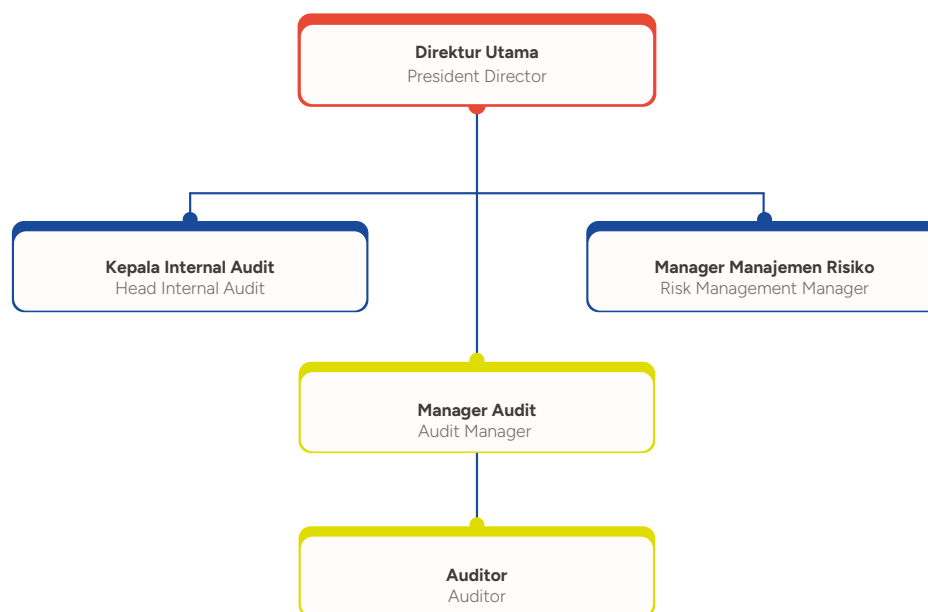


## Kedudukan SIA Dalam Struktur Organisasi Perusahaan

Berdasarkan Surat Keputusan Direksi PT Jakarta Tourisindo Nomor 91 Tahun 2022 tanggal 26 Desember 2022 mengenai Perubahan Struktur Organisasi, ditetapkan bahwa posisi Satuan Internal Audit berada secara langsung di bawah koordinasi Direktur.

## Position of SIA in the Company's Organizational Structure

Based on PT Jakarta Tourisindo Board of Directors Decree Number 91 of 2022 dated December 26, 2022, concerning Organizational Structure Changes, it has been determined that the Internal Audit Unit position is directly under the coordination of the Director.



## Pelaksanaan Tugas Tahun 2025

SIA telah menjalankan fungsi dan tanggung jawabnya secara berkesinambungan dan profesional untuk mendukung efektivitas sistem pengendalian internal, pengelolaan risiko, serta implementasi tata kelola perusahaan yang baik Sepanjang tahun 2025.

Seluruh pelaksanaan kegiatan SIA mengacu pada Rencana Audit Tahunan (*Annual Audit Plan*) yang disusun dengan menggunakan pendekatan berbasis risiko (*risk-based audit*) sebagai dasar penentuan prioritas dan fokus pemeriksaan.

## Rapat Tahun 2025

Pada tahun 2025, SIA telah mengadakan rapat 48 kali bersama dengan Dewan Komisaris, Direksi dan bidang-bidang unit perusahaan yang membahas tentang temuan audit, rapat eksternal audit, audit dengan KAP dan pembahasan strategis lainnya.

## Implementation of Duties in 2025

SIA has continuously and professionally carried out its functions and responsibilities to support the effectiveness of internal control systems, risk management, and the implementation of good corporate governance throughout 2025.

All SIA activities are carried out in accordance with the Annual Audit Plan, which is prepared using a risk-based audit approach as the basis for determining priorities and audit focus.

## Meeting in 2025

In 2025, SIA has conducted 48 meetings with Board of Commissioners, Board of Directors, and the company's unit fields that discussed about audit findings, audit external meeting, audit with KAP and other strategic discussion.



## Sistem Pengendalian Internal

### Internal Control System

Sistem pengendalian internal di JXB diterapkan dengan melibatkan seluruh karyawan, guna memastikan akuntabilitas dan keandalan di setiap lini operasional. Penerapan sistem ini mendukung pencapaian visi, misi, dan tujuan perusahaan sekaligus memperkuat keberhasilan pengelolaan bisnis secara berkelanjutan.

### Gambaran Umum Sistem Pengendalian Internal

Pengendalian internal di JXB dirancang untuk menjamin keandalan laporan keuangan, meningkatkan efisiensi operasional, serta memastikan kepatuhan terhadap peraturan yang berlaku. Mengingat kompleksitas risiko yang dihadapi perusahaan, pengendalian internal diterapkan secara menyeluruh untuk menangani berbagai potensi risiko, termasuk risiko pasar, operasional, tata kelola, hukum, dan reputasi. Keefektifan sistem ini menjadi faktor utama dalam mengenali, menilai, dan mengurangi dampak risiko-risiko tersebut.

### Dasar Penerapan Sistem Pengendalian Internal

Dalam rangka menjamin pengelolaan bisnis yang efisien dan efektif, JXB sebagai BUMD yang bergerak di sektor Pariwisata dan Perhotelan telah mengimplementasikan kebijakan sistem pengendalian internal yang diatur melalui Surat Keputusan Direksi No. 95 Tahun 2022 tanggal 31 Desember 2022. Kebijakan ini dirancang untuk memperkuat mekanisme pengendalian internal serta meminimalkan risiko yang berkaitan dengan operasional dan tata kelola perusahaan.

### Tujuan Penerapan Sistem Pengendalian Internal

JXB menempatkan Pengendalian Internal sebagai elemen strategis dalam kebijakan perusahaan yang bertujuan untuk memastikan efektivitas dan efisiensi operasional, akurasi laporan keuangan, serta kepatuhan terhadap peraturan perundang-undangan yang berlaku. Penerapan sistem pengendalian internal ini memiliki beberapa tujuan utama sebagai berikut:

1. Menjamin keandalan mekanisme pengendalian internal untuk mendukung pencapaian visi, misi, dan tujuan perusahaan.
2. Memastikan seluruh aktivitas bisnis perusahaan terlaksana sesuai dengan kebijakan internal dan ketentuan hukum yang berlaku.
3. Menyediakan laporan keuangan dan laporan manajemen yang akurat, komprehensif, transparan, dan tepat waktu.

The internal control system at JXB is implemented with the involvement of all employees to ensure accountability and reliability in every line of operations. The implementation of this system supports the achievement of the company's vision, mission, and objectives while strengthening the success of sustainable business management.

### Internal Control System Overview

Internal controls at JXB are designed to ensure the reliability of financial reports, improve operational efficiency, and ensure compliance with applicable regulations. Given the complexity of the risks faced by the company, internal controls are implemented comprehensively to address various potential risks, including market, operational, governance, legal, and reputational risks. The effectiveness of this system is a key factor in recognizing, assessing, and mitigating the impact of these risks.

### Basis for the Implementation of the Internal Control System

In order to ensure efficient and effective business management, JXB, as a regionally-owned enterprise engaged in the tourism and hospitality sector, has implemented an internal control system policy regulated by Board of Directors Decree No. 95 of 2022 dated December 31, 2022. This policy is designed to strengthen internal control mechanisms and minimize risks related to company operations and governance.

### Objectives of the Implementation of the Internal Control System

JXB places Internal Control as a strategic element in company policy that aims to ensure operational effectiveness and efficiency, financial reporting accuracy, and compliance with applicable laws and regulations. The implementation of this internal control system has several main objectives, as follows:

1. Ensuring the reliability of internal control mechanisms to support the achievement of the company's vision, mission, and objectives.
2. Ensuring that all company business activities are carried out in accordance with internal policies and applicable legal provisions.
3. Providing accurate, comprehensive, transparent, and timely financial and management reports.

4. Mencegah terjadinya penyimpangan termasuk praktik kecurangan (*fraud*) yang berpotensi merugikan sumber daya perusahaan.
5. Menjamin kepatuhan terhadap kebijakan dan prosedur yang ditetapkan oleh manajemen perusahaan.
6. Melindungi dan mengamankan aset serta sumber daya keuangan perusahaan.
7. Meningkatkan efisiensi dan efektivitas seluruh kegiatan operasional perusahaan.
8. Memperkuat budaya manajemen risiko (*risk culture*) di seluruh level organisasi perusahaan.

### Manfaat Penerapan Sistem Pengendalian Internal

Penerapan sistem pengendalian internal memberikan sejumlah manfaat strategis bagi Perusahaan, antara lain:

1. Meningkatkan kualitas pengambilan keputusan sekaligus mempercepat efisiensi waktu dalam proses pengambilan keputusan.
2. Meminimalkan risiko bisnis serta mencegah terjadinya pelanggaran etika dan praktik tidak patut yang dapat merugikan kinerja perusahaan.
3. Mendukung keunggulan kompetitif melalui operasional perusahaan yang lebih efektif, efisien, dan produktif.
4. Mencegah terjadinya kecurangan atau penyimpangan yang dapat merugikan perusahaan.
5. Memperkuat kepercayaan pemegang saham dan pemangku kepentingan lainnya terhadap tata kelola dan kinerja perusahaan.

### Tinjauan Tata Kelola Sistem Pengendalian Internal

Untuk mendukung pencapaian visi dan misi Perusahaan, sistem pengendalian internal dirancang agar mampu memperkuat mekanisme pengawasan atas seluruh kegiatan operasional dan bisnis. Sistem ini memastikan bahwa seluruh aktivitas perusahaan berjalan sesuai dengan peraturan yang berlaku serta prinsip-prinsip *Good Corporate Governance* (GCG). Efektivitas penerapan pengendalian internal dievaluasi secara berkala melalui audit yang dilakukan oleh Satuan Internal Audit maupun auditor eksternal. Manajemen memegang tanggung jawab penuh atas penerapan sistem pengendalian internal yang efektif di semua tingkatan organisasi.

### Kebijakan Umum Perusahaan atas Penerapan Sistem Pengendalian Internal

Pelaksanaan Sistem Pengendalian Internal yang diterapkan di JXB merupakan bagian integral dari praktik tata kelola perusahaan yang baik. Sistem ini mencakup pengelolaan seluruh aspek bisnis, baik dari sisi keuangan maupun operasional. JXB telah membangun mekanisme pengendalian keuangan

4. Preventing irregularities, including fraudulent practices that could potentially harm the company's resources.
5. Ensuring compliance with policies and procedures established by company management.
6. Protect and secure the company's assets and financial resources.
7. Improve the efficiency and effectiveness of all company operations.
8. Strengthen the risk culture at all levels of the company's organization.

### Benefits of Implementing the Internal Control System

The implementation of an internal control system provides a number of strategic benefits for the Company, including:

1. Improving the quality of decision-making while accelerating the efficiency of the decision-making process.
2. Minimizing business risks and preventing ethical violations and improper practices that could harm the company's performance.
3. Supporting competitive advantage through more effective, efficient, and productive company operations.
4. Preventing fraud or irregularities that could harm the company.
5. Strengthening the confidence of shareholders and other stakeholders in the company's governance and performance.

### Internal Control System Governance Overview

To support the achievement of the Company's vision and mission, the internal control system is designed to strengthen the oversight mechanism over all operational and business activities. This system ensures that all company activities are conducted in accordance with applicable regulations and the principles of *Good Corporate Governance* (GCG). The effectiveness of the implementation of internal control is evaluated periodically through audits conducted by the Internal Audit Unit and external auditors. Management bears full responsibility for the implementation of an effective internal control system at all levels of the organization.

### General Company Policy on the Implementation of the Internal Control System

The implementation of the Internal Control System at JXB is an integral part of good corporate governance practices. This system covers the management of all aspects of the business, both financial and operational. JXB has established a financial control mechanism that is capable of providing accurate and timely information





yang mampu menyediakan informasi yang akurat dan tepat waktu bagi manajemen, pemegang saham, serta pemangku kepentingan lainnya. Informasi ini menjadi dasar dalam pengambilan keputusan dan alat bagi manajemen untuk merencanakan serta mengawasi operasional perusahaan secara efisien.

Dalam aspek pengendalian operasional, JXB menerapkan kebijakan dan prosedur yang jelas untuk mencapai target dan sasaran perusahaan, sekaligus memastikan kepatuhan terhadap regulasi yang berlaku. Sistem pengendalian keuangan dan operasional ini diterapkan di seluruh unit dan elemen perusahaan. Untuk menjaga efektivitas implementasi, Direksi JXB menetapkan kebijakan mengenai sistem pengendalian internal melalui Surat Keputusan Direksi No. 95 Tahun 2022 tanggal 31 Desember 2022.

Penerapan Sistem Pengendalian Internal di JXB diarahkan untuk memastikan bahwa perusahaan:

1. Menjamin keandalan informasi serta laporan operasional dan keuangan.
2. Melakukan pengamanan secara optimal terhadap aset dan keuangan perusahaan.
3. Mendorong kepatuhan terhadap kebijakan internal dan peraturan perundang-undangan.
4. Mencapai efisiensi dan efektivitas dalam seluruh kegiatan operasional.

### Kesesuaian Penerapan Sistem Pengendalian Internal

Pengendalian internal di JXB bukan sekadar kegiatan tambahan, melainkan bagian integral dari seluruh proses pengelolaan perusahaan. Penerapannya mengacu pada kerangka kerja COSO (*Committee of Sponsoring Organizations of The Treadway Commission*), yang terdiri dari lima elemen yang saling terkait. Berikut uraian mengenai lima elemen kerangka COSO:

1. Lingkungan Pengendalian Internal (*Internal Control Environment*)

JXB berkomitmen membangun dan memelihara lingkungan pengendalian internal yang sesuai dengan skala, kompleksitas, serta karakteristik tugas dan fungsi perusahaan. Dengan penerapan budaya SMILE dan prinsip GCG, kegiatan pengendalian internal JXB memiliki ciri-ciri berikut:

- 1) Fokus pada kegiatan inti perusahaan
- 2) Dikaitkan dengan proses identifikasi dan penilaian risiko
- 3) Disesuaikan dengan karakteristik khusus perusahaan
- 4) Prosedur dijalankan secara konsisten sesuai ketentuan
- 5) Dievaluasi secara berkala untuk memastikan efektivitas dan kesesuaian
- 6) Dilaksanakan secara disiplin dan terstruktur untuk mendukung integritas, komitmen, dan partisipasi seluruh unsur organisasi

to management, shareholders, and other stakeholders. This information forms the basis for decision-making and serves as a tool for management to plan and supervise the company's operations efficiently.

In terms of operational control, JXB implements clear policies and procedures to achieve the company's targets and objectives, while ensuring compliance with applicable regulations. This financial and operational control system is implemented across all units and elements of the company. To maintain the effectiveness of its implementation, the JXB Board of Directors established a policy on the internal control system through Board of Directors Decree No. 95 of 2022 dated December 31, 2022.

The implementation of the Internal Control System at JXB is aimed at ensuring that the company:

1. Ensures the reliability of operational and financial information and reports.
2. Optimally secures the company's assets and finances.
3. Encourages compliance with internal policies and laws and regulations.
4. Achieves efficiency and effectiveness in all operational activities.

### Compliance with the Implementation of the Internal Control System

Internal control at JXB is not merely an additional activity, but an integral part of the entire company management process. Its implementation refers to the COSO (*Committee of Sponsoring Organizations of The Treadway Commission*) framework, which consists of five interrelated elements. The following is a description of the five elements of the COSO framework:

1. Internal Control Environment

JXB is committed to establishing and maintaining an internal control environment that is appropriate to the scale, complexity, and characteristics of the company's tasks and functions. With the implementation of the SMILE culture and GCG principles, JXB's internal control activities have the following characteristics:

- 1) Focus on the company's core activities
- 2) Linked to the risk identification and assessment process
- 3) Tailored to the specific characteristics of the company
- 4) Procedures are carried out consistently in accordance with regulations
- 5) Evaluated periodically to ensure effectiveness and suitability
- 6) Implemented in a disciplined and structured manner to support the integrity, commitment, and participation of all elements of the organization

2. **Penilaian Risiko (*Risk Assessment*)**  
Sebagai perusahaan di sektor jasa perhotelan, JXB melakukan pendekatan profesional dalam mengelola risiko dengan memahami proses bisnis secara menyeluruh. Penilaian risiko bertujuan mengidentifikasi pengendalian yang ada, mengukur dan memetakan risiko, serta menentukan tindak lanjut yang tepat. Proses ini memastikan tercapainya visi, misi, tujuan, strategi, dan sasaran perusahaan secara relevan, sekaligus menjadi bahan bagi Internal Audit untuk melakukan risk-based audit. JXB telah membentuk unit kerja khusus yang menangani kegiatan penilaian risiko.
3. **Aktivitas Pengendalian (*Control Activities*)**  
JXB menetapkan dan melaksanakan kebijakan serta prosedur pengendalian pada setiap tingkatan dan unit kerja dalam struktur organisasi. Aktivitas pengendalian mencakup pengaturan wewenang, otorisasi, verifikasi, rekonsiliasi, penilaian kinerja, pembagian tugas, dan pengamanan aset perusahaan. Semua kebijakan dan prosedur dijalankan secara konsisten sesuai ketentuan yang telah ditetapkan.
4. **Informasi dan Komunikasi**  
JXB memanfaatkan informasi pengendalian internal melalui laporan operasional, finansial, serta kepatuhan terhadap regulasi. Informasi yang disajikan bersifat akurat, lengkap, relevan, dan tepat waktu. Proses komunikasi dilakukan secara berkelanjutan antara pihak internal maupun eksternal melalui email corporate, website, HCIS (*Human Capital Information System*), serta media lain yang tersedia, sehingga seluruh pihak memahami peran dan tanggung jawab masing-masing dalam pengendalian internal.
5. **Pemantauan (*Monitoring*)**  
JXB secara rutin memantau kualitas sistem pengendalian internal, termasuk fungsi internal audit pada semua tingkat dan unit organisasi. Monitoring dilakukan secara periodik dan berkelanjutan untuk memastikan sistem berfungsi efektif dalam mengendalikan risiko. Kelemahan yang teridentifikasi dapat segera ditindaklanjuti dengan langkah perbaikan.

## **Pernyataan Kecukupan Sistem Pengendalian Internal**

Direksi dan Dewan Komisaris menyampaikan bahwa penerapan Sistem Pengendalian Internal di JXB telah dilaksanakan sesuai dengan ketentuan yang berlaku, yakni mengacu pada Surat Keputusan Gubernur DKI Jakarta No. 96 Tahun 2004 mengenai Penerapan Praktik GCG pada BUMD di lingkungan Pemerintah Provinsi DKI Jakarta, serta Peraturan Gubernur DKI Jakarta No. 127 Tahun 2019 yang mengatur Rencana Kerja dan Anggaran Badan Usaha Milik Daerah.

2. **Risk Assessment**  
As a company in the hospitality sector, JXB takes a professional approach to risk management by understanding the business process as a whole. Risk assessment aims to identify existing controls, measure and map risks, and determine appropriate follow-up actions. This process ensures the achievement of the company's vision, mission, objectives, strategies, and goals in a relevant manner, while also providing material for Internal Audit to conduct risk-based audits. JXB has established a special work unit to handle risk assessment activities.
3. **Control Activities**  
JXB establishes and implements control policies and procedures at every level and work unit within the organizational structure. Control activities include authority arrangements, authorization, verification, reconciliation, performance appraisal, division of duties, and securing company assets. All policies and procedures are implemented consistently in accordance with established provisions.
4. **Information and Communication**  
JXB utilizes internal control information through operational and financial reports, as well as reports on regulatory compliance. The information presented is accurate, complete, relevant, and timely. The communication process is carried out continuously between internal and external parties through corporate email, the website, HCIS (*Human Capital Information System*), and other available media, so that all parties understand their respective roles and responsibilities in internal control.
5. **Monitoring**  
JXB routinely monitors the quality of its internal control system, including the internal audit function at all levels and organizational units. Monitoring is carried out periodically and continuously to ensure that the system functions effectively in controlling risks. Any weaknesses identified can be immediately followed up with corrective measures.

## **Statement of Adequacy of the Internal Control System**

The Board of Directors and Board of Commissioners stated that the implementation of the Internal Control System at JXB had been carried out in accordance with applicable regulations, namely Jakarta Governor Decree No. 96 of 2004 concerning the Implementation of GCG Practices at BUMDs within the Jakarta Provincial Government, as well as DKI Jakarta Governor Regulation No. 127 of 2019 which regulates the Work Plan and Budget of Regional Owned Enterprises.



## Manajemen Risiko

### Risk Management

Beroperasi dalam sektor perhotelan dan pariwisata, Perusahaan menghadapi berbagai ketidakpastian yang muncul dari lingkungan internal maupun eksternal. Dari sisi internal, faktor-faktor seperti kondisi infrastruktur, sistem operasional, kualitas sumber daya manusia, serta perkembangan teknologi dapat menjadi potensi risiko. Sementara itu, faktor eksternal meliputi kondisi ekonomi global, dinamika hubungan industrial, fluktuasi nilai tukar, tingkat persaingan yang tinggi, perubahan regulasi hukum, situasi politik dan keamanan, hingga kejadian tak terduga seperti pandemi.

Untuk menghadapi tantangan tersebut, Perusahaan menerapkan sistem manajemen risiko yang menyeluruh dan terintegrasi, bertujuan untuk mengidentifikasi, menilai, dan mengendalikan risiko secara efektif di seluruh unit. Penerapan manajemen risiko yang konsisten di setiap bagian perusahaan diharapkan dapat menjamin pengelolaan risiko yang optimal, sekaligus memperkuat keunggulan kompetitif, menjaga kualitas layanan, mencapai target kinerja, dan mendukung keberlanjutan operasional perusahaan.

#### Gambaran Umum Sistem Manajemen Risiko

Perusahaan menempatkan Manajemen Risiko sebagai bagian integral dari sistem pengelolaan perusahaan, berfungsi sebagai alat untuk memperkuat akuntabilitas Direksi sekaligus mendukung proses pengambilan keputusan dan peningkatan kinerja. Komitmen tersebut dituangkan dalam Kebijakan dan Prosedur Manajemen Risiko yang disusun berdasarkan kondisi operasional terkini dan kapabilitas internal perusahaan, serta selaras dengan standar internasional ISO 31000:2018.

#### Prinsip Dasar Penerapan Manajemen Risiko

Perusahaan diwajibkan untuk mengimplementasikan prinsip-prinsip Manajemen Risiko secara efektif demi memastikan tercapainya kinerja perusahaan yang optimal. Prinsip-prinsip dasar Manajemen Risiko tersebut mencakup lima aspek utama, sebagai berikut:

##### 1. Pengawasan Aktif Direksi dan Dewan Komisaris

Prinsip ini menegaskan bahwa Direksi dan Dewan Komisaris memiliki wewenang dan tanggung jawab penuh atas efektivitas penerapan Manajemen Risiko di Perusahaan. Keberhasilan implementasi hanya dapat tercapai melalui pengawasan aktif, sehingga proses identifikasi, pengukuran, pemantauan, dan pengendalian risiko dijalankan sesuai dinamika bisnis dan ketentuan perundang-undangan yang berlaku.

Operating in the hospitality and tourism sector, the Company faces various uncertainties arising from both internal and external environments. Internally, factors such as infrastructure conditions, operational systems, human resource quality, and technological developments can pose potential risks. Meanwhile, external factors include global economic conditions, industrial relations dynamics, exchange rate fluctuations, high levels of competition, changes in legal regulations, political and security situations, and unexpected events such as pandemics.

To overcome to these challenges, the Company implements a comprehensive and integrated risk management system, aimed at effectively identifying, assessing, and controlling risks across all units. The consistent application of risk management in every part of the company is expected to ensure optimal risk management, while strengthening competitive advantages, maintaining service quality, achieving performance targets, and supporting the company's operational sustainability.

#### Risk Management System Overview

The company places Risk Management as an integral part of its corporate governance system, serving as a tool to strengthen the accountability of the Board of Directors while supporting the decision-making process and performance improvement. This commitment is outlined in the Risk Management Policy and Procedures, which are formulated based on the company's current operational conditions and internal capabilities, and are in line with the international standard ISO 31000:2018.

#### Basic Principles of Risk Management Implementation

Companies are required to effectively implement Risk Management principles to ensure optimal company performance. The basic principles of Risk Management cover five main aspects, as follows:

##### 1. Active Supervision by the Board of Directors and Board of Commissioners

This principle emphasizes that the Board of Directors and Board of Commissioners have full authority and responsibility for the effective implementation of Risk Management in the Company. Successful implementation can only be achieved through active supervision, so that the process of identifying, measuring, monitoring, and controlling risks is carried out in accordance with business dynamics and applicable laws and regulations.

- |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>2. <b>Kecukupan Kebijakan dan Prosedur Manajemen Risiko</b><br/>Dewan Komisaris dan Direksi bertanggung jawab untuk memastikan kebijakan dan prosedur Manajemen Risiko memadai, konsisten, dan terintegrasi di seluruh aktivitas Perusahaan. Sistem manajemen risiko harus berbasis pada kebijakan yang jelas, mudah diterapkan, serta memperhitungkan bahwa risiko pada satu unit kerja dapat memengaruhi unit kerja lain.</p>                                                                                                                                                                  | <p>2. <b>Adequacy of Risk Management Policies and Procedures</b><br/>The Board of Commissioners and the Board of Directors are responsible for ensuring that Risk Management policies and procedures are adequate, consistent, and integrated across all Company activities. The risk management system must be based on clear, easy-to-implement policies that take into account the fact that risks in one work unit can affect other work units.</p>                                                                                                                                                |
| <p>3. <b>Kecukupan Proses Identifikasi, Pengukuran, Pemantauan, dan Pengendalian</b><br/>Prinsip ini menekankan tanggung jawab Direksi dan Dewan Komisaris dalam memastikan setiap unit kerja mampu melaksanakan identifikasi, pengukuran, pemantauan, dan pengendalian risiko dengan tepat. Perusahaan melakukan risk assessment secara menyeluruh pada proses bisnis, menilai risiko yang ada, mengevaluasi pengendalian yang diterapkan, menetapkan tingkat risiko, serta mengambil langkah penanganan yang sesuai agar visi, misi, tujuan, strategi, dan sasaran perusahaan dapat tercapai.</p> | <p>3. <b>Adequacy of Identification, Measurement, Monitoring, and Control Processes</b><br/>This principle emphasizes the responsibility of the Board of Directors and Board of Commissioners in ensuring that each work unit is able to properly identify, measure, monitor, and control risks. The Company conducts a comprehensive risk assessment of its business processes, assesses existing risks, evaluates the controls implemented, maps the level of risk, and takes appropriate measures to ensure that the Company's vision, mission, objectives, strategies, and goals are achieved.</p> |
| <p>4. <b>Sistem Informasi Manajemen Risiko dan Dukungan Teknologi Informasi</b><br/>Direksi dan Dewan Komisaris bertanggung jawab atas ketersediaan sistem informasi manajemen risiko yang didukung teknologi informasi. Informasi yang akurat, relevan, dan tepat waktu menjadi dasar pengambilan keputusan yang efektif. Sistem manajemen risiko harus memiliki database yang terpelihara dengan baik untuk mendukung akurasi analisis, evaluasi risiko, dan perencanaan penanganan risiko secara tepat sasaran.</p>                                                                              | <p>4. <b>Risk Management Information System and Information Technology Support</b><br/>The Board of Directors and Board of Commissioners are responsible for the availability of a risk management information system supported by information technology. Accurate, relevant, and timely information is the basis for effective decision making. The risk management system must have a well-maintained database to support the accuracy of analysis, risk evaluation, and targeted risk management planning.</p>                                                                                     |
| <p>5. <b>Sistem Pengendalian Intern</b><br/>Prinsip ini menegaskan bahwa Direksi dan Dewan Komisaris wajib memastikan sistem pengendalian internal yang efektif diterapkan dalam Manajemen Risiko. Implementasi manajemen risiko harus konsisten dan berkesinambungan, mampu menyesuaikan diri terhadap perubahan internal maupun eksternal, serta memanfaatkan proses monitoring dan review sebagai alat kunci untuk mendeteksi perubahan dan melakukan penyesuaian strategi risiko.</p>                                                                                                           | <p>5. <b>Internal Control System</b><br/>This principle emphasizes that the Board of Directors and Board of Commissioners must ensure that an effective internal control system is implemented in Risk Management. The implementation of risk management must be consistent and continuous, able to adapt to internal and external changes, and utilize monitoring and review processes as key tools to detect changes and make adjustments to risk strategies.</p>                                                                                                                                    |

## Tujuan Penerapan Manajemen Risiko

Proses manajemen risiko dijalankan secara berkesinambungan dan menjadi bagian integral dari pengelolaan bisnis Perusahaan. Proses ini dirancang untuk mencapai beberapa tujuan utama, antara lain:

1. Mendukung pelaksanaan kegiatan usaha sesuai dengan visi, misi, dan tujuan strategis Perusahaan.

## Objectives of Risk Management Implementation

The risk management process is carried out continuously and is an integral part of the Company's business management. This process is designed to achieve several main objectives, including:

1. Supporting the implementation of business activities in accordance with the Company's vision, mission, and strategic objectives.



2. Melindungi Perusahaan dari berbagai potensi masalah dan meminimalkan kemungkinan kerugian.
3. Mempertahankan keberlangsungan operasional Perusahaan dengan menyesuaikan diri terhadap perubahan dan perkembangan lingkungan bisnis secara berkelanjutan.
4. Memberikan panduan dalam penerapan manajemen risiko, mulai dari identifikasi risiko, pengukuran, penentuan strategi penanganan, pelaksanaan kontrol, komunikasi, hingga pemantauan risiko.
5. Menjadi sarana sosialisasi untuk menyediakan informasi risiko kepada pihak regulator secara transparan.
6. Berfungsi sebagai acuan bagi Internal Audit dalam melakukan audit berbasis risiko (risk-based audit).
7. Menjadi pedoman bagi seluruh organ Perusahaan dalam mengelola risiko yang terkait dengan aktivitas operasional dan strategis.

### Manfaat Manajemen Risiko Bagi Perusahaan

Manfaat dari penerapan Manajemen Risiko bagi Perusahaan mencakup beberapa aspek penting, antara lain:

1. Mendukung manajemen dengan menyediakan informasi yang relevan untuk pengambilan keputusan yang tepat dan berbasis risiko.
2. Mempermudah Perusahaan dalam mencapai target kinerja yang berkelanjutan.
3. Mengurangi kemungkinan kerugian sekaligus meningkatkan efisiensi dan profitabilitas.
4. Mengidentifikasi peluang usaha dan memaksimalkan potensi yang ada.
5. Menciptakan nilai tambah serta meningkatkan kepercayaan dari pemegang saham dan pemangku kepentingan.
6. Memperkuat penerapan praktik tata kelola terbaik dalam seluruh aktivitas Perusahaan.

### Jenis Risiko dan Upaya Mitigasi

Dalam menjalankan kegiatan operasional, Perusahaan menyadari bahwa risiko merupakan bagian yang tidak terpisahkan dan perlu dikelola secara tepat. Mengingat keterbatasan sumber daya yang ada, fokus pengelolaan risiko difokuskan pada risiko-risiko yang berdampak langsung terhadap kelangsungan bisnis. Proses pengelolaan risiko ini dilakukan dengan mengacu pada risk appetite dan risk tolerance yang telah ditetapkan baik di tingkat unit maupun di tingkat korporasi. Sejalan dengan hal tersebut, Perusahaan telah mengidentifikasi beberapa risiko utama beserta strategi mitigasinya sebagai berikut:

#### Risiko Pasar

Risiko pasar timbul akibat perubahan kondisi dan dinamika pasar yang berada di luar kendali Perusahaan. Beberapa risiko pasar yang dihadapi JXB antara lain:

2. Protecting the Company from various potential problems and minimizing the possibility of losses.
3. Maintaining the Company's operational sustainability by adapting to changes and developments in the business environment on an ongoing basis.
4. Providing guidance in the application of risk management, from risk identification, measurement, determination of handling strategies, implementation of controls, communication, to risk monitoring.
5. Serving as a means of socialization to provide risk information to regulators in a transparent manner.
6. Functioning as a reference for Internal Audit in conducting risk-based audits.
7. Serving as a guideline for all Company organs in managing risks related to operational and strategic activities.

### Benefit of Risk Management for the Company

The benefits of implementing Risk Management for companies include several important aspects, among others:

1. Supporting management by providing relevant information for accurate and risk-based decision making.
2. Facilitating the Company in achieving sustainable performance targets.
3. Reducing the possibility of losses while increasing efficiency and profitability.
4. Identifying business opportunities and maximizing existing potential.
5. Creating added value and increasing trust from shareholders and stakeholders.
6. Strengthening the implementation of best governance practices in all Company activities.

### Types of Risks and Mitigation Efforts

In conducting its operational activities, the Company recognizes that risk is an integral part that needs to be managed appropriately. Given the limitations of available resources, risk management focuses on risks that have a direct impact on business continuity. This risk management process is carried out with reference to the risk appetite and risk tolerance that have been determined at both the unit and corporate levels. In line with this, the Company has identified several key risks and their mitigation strategies as follows:

#### Market Risk

Market risk arises from changes in market conditions and dynamics that are beyond the Company's control. Some of the market risks faced by JXB include:



1. **Risiko Nilai Tukar Mata Uang Asing**  
Untuk mengurangi dampak fluktuasi nilai tukar, Perusahaan memastikan bahwa sebagian besar pendapatan, pengeluaran operasional, dan pembiayaan dilakukan dalam mata uang Rupiah. Pendekatan ini berfungsi sebagai lindung nilai alami terhadap volatilitas mata uang asing. Meski demikian, Manajemen tetap memiliki eksposur terhadap risiko nilai tukar yang muncul dari transaksi tertentu, seperti pembayaran piutang premi dan biaya operasi lain yang terkait dengan mata uang asing. Sebagai langkah mitigasi, Manajemen telah menetapkan kebijakan pengelolaan risiko nilai tukar terhadap mata uang fungsional Grup, termasuk penggunaan kontrak forward dan bertransaksi hanya dengan lembaga keuangan terpercaya.
2. **Risiko Suku Bunga**  
Perusahaan secara aktif memantau dampak perubahan suku bunga untuk meminimalkan efek negatif terhadap pinjaman. Salah satu strategi yang diterapkan adalah memanfaatkan pinjaman subordinasi dari Perusahaan induk dengan tingkat bunga yang kompetitif. Jika sumber pendanaan ini tidak tersedia, Perusahaan menyesuaikan pinjaman yang diperoleh untuk menjaga kestabilan biaya bunga.

### **Risiko Kredit**

Risiko kredit berpotensi timbul dari pemberian kredit kepada pelanggan, termasuk piutang usaha maupun piutang lainnya kepada pihak terkait. Dalam hal piutang usaha kepada pihak ketiga, Perusahaan hanya melakukan transaksi dengan entitas yang telah melalui proses penilaian dan terbukti memiliki reputasi serta kredibilitas yang baik. Selain itu, Perusahaan secara rutin memantau kesesuaian fasilitas kredit serta batas maksimum kredit yang diberikan untuk memastikan pengelolaan risiko tetap terkendali.

### **Risiko Likuiditas**

Perusahaan dapat menghadapi risiko likuiditas apabila mengalami kesulitan dalam memperoleh dana atau pembiayaan yang memadai dan aman. Manajemen risiko likuiditas diterapkan sebagai langkah untuk memastikan ketersediaan kas dan setara kas yang cukup bagi operasional Perusahaan. Dalam mengelola risiko ini, Manajemen secara rutin memantau perbandingan antara perencanaan kas dan realisasi aktual, sekaligus melakukan pengawasan berkelanjutan terhadap aset dan kewajiban keuangan yang akan jatuh tempo.

### **Risiko Tata Kelola**

Risiko Tata Kelola mencakup kemungkinan terjadinya kegagalan dalam penerapan praktik Tata Kelola

1. **Foreign Exchange Risk**  
To mitigate the impact of exchange rate fluctuations, the Company ensures that most of its revenues, operating expenses, and financing are denominated in Indonesian Rupiah. This approach serves as a natural hedge against foreign currency volatility. However, Management still has exposure to exchange rate risk arising from certain transactions, such as premium receivables payments and other operating expenses related to foreign currencies. As a mitigation measure, Management has established an exchange rate risk management policy for the Group's functional currency, including the use of forward contracts and only transacting with trusted financial institutions.
2. **Interest Rate Risk**  
The Company actively monitors the impact of interest rate changes to minimize negative effects on loans. One of the strategies implemented is to utilize subordinated loans from the parent company at competitive interest rates. If this source of funding is not available, the Company adjusts the loans obtained to maintain interest cost stability.

### **Credit Risk**

Credit risk may arise from granting credit to customers, including trade receivables and other receivables from related parties. In the case of trade receivables from third parties, the Company only conducts transactions with entities that have undergone an assessment process and have proven to have a good reputation and credibility. In addition, the Company regularly monitors the suitability of credit facilities and maximum credit limits granted to ensure that risk management remains under control.

### **Liquidity Risk**

The Company may face liquidity risk if it experiences difficulties in obtaining adequate and secure funding or financing. Liquidity risk management is implemented as a measure to ensure sufficient cash and cash equivalents are available for the Company's operations. In managing this risk, Management routinely monitors the comparison between cash planning and actual realization, while conducting ongoing supervision of maturing financial assets and liabilities.

### **Governance Risk**

Governance risk includes the possibility of failure in the implementation of Good Corporate Governance



Perusahaan yang Baik (Good Corporate Governance), termasuk ketidaktepatan gaya kepemimpinan, efektivitas lingkungan pengendalian, serta perilaku seluruh pihak yang berinteraksi langsung maupun tidak langsung dengan Perusahaan.

Untuk mengelola risiko ini, JXB telah melakukan penilaian (assessment) terhadap implementasi prinsip-prinsip GCG dan Manajemen Risiko bekerja sama dengan BPKP Wilayah DKI Jakarta.

Hasil evaluasi penerapan GCG pada tahun 2025 menunjukkan skor 84,198% dengan predikat “Baik”, mengalami peningkatan/penurunan dibandingkan penilaian tahun 2024 yang mencapai 82,097% dengan predikat “Baik”.

### Tinjauan Tata Kelola Sistem Manajemen Risiko

Komitmen JXB dalam pengelolaan risiko diwujudkan melalui penerapan kebijakan, prosedur, kapabilitas sumber daya, akuntabilitas, sistem pelaporan, serta dukungan teknologi yang terintegrasi, guna memastikan pengelolaan risiko berlangsung secara efektif dan efisien. Sebagai bagian dari strategi ini, JXB mengadopsi pendekatan proaktif dan berhati-hati dalam menangani risiko di seluruh lini bisnis dan operasional, dengan tujuan mencapai profitabilitas optimal sesuai dengan level risiko yang telah ditetapkan.

### Kebijakan Umum Perusahaan

JXB menyadari bahwa sumber daya yang tersedia bersifat terbatas dan tidak seluruh risiko memiliki dampak signifikan terhadap kelangsungan bisnis. Oleh karena itu, Perusahaan telah menerapkan sistem manajemen risiko yang terstruktur dan menyeluruh di seluruh lini operasional, untuk mengidentifikasi, menganalisis, dan memantau risiko yang ada serta memastikan mitigasinya dilakukan secara efisien.

Perhatian utama difokuskan pada risiko yang tergolong tinggi dan ekstrem, dengan memperkuat strategi pengendalian serta menambahkan langkah-langkah mitigasi untuk menurunkan risiko ke level yang dapat diterima, sambil mempertimbangkan keseimbangan antara biaya dan manfaat. Penerapan manajemen risiko di JXB disesuaikan dengan tujuan usaha, kebijakan perusahaan, skala dan kompleksitas bisnis, serta kemampuan keuangan, infrastruktur, dan sumber daya manusia yang dimiliki.

Kebijakan ini dirancang agar seluruh aktivitas pengelolaan risiko dijalankan secara terintegrasi, efektif, dan akurat. Risiko yang dihadapi JXB mencakup seluruh aspek operasional dan pengembangan bisnis, dipengaruhi oleh faktor internal maupun eksternal. Dengan sistem manajemen risiko yang diterapkan secara konsisten, proses bisnis tetap dapat berlangsung

practices, including inappropriate leadership styles, the effectiveness of the control environment, and the behavior of all parties who interact directly or indirectly with the Company.

To manage this risk, JXB has conducted an assessment of the implementation of GCG and Risk Management principles in collaboration with the DKI Jakarta Regional Financial and Development Supervisory Agency (BPKP).

The results of the GCG implementation evaluation in 2025 show a score of 84.198% with a rating of “Good”, an increase/decrease compared to the 2024 assessment which reached 82.097% with a rating of “Good”.

### Risk Management System Governance Overview

JXB’s commitment to risk management is realized through the implementation of policies, procedures, resource capabilities, accountability, reporting systems, and integrated technological support, to ensure that risk management is carried out effectively and efficiently. As part of this strategy, JXB adopts a proactive and cautious approach in handling risks across all lines of business and operations, with the aim of achieving optimal profitability in line with the predetermined risk level.

### General Corporate Policy

JXB recognizes that available resources are limited and that not all risks have a significant impact on business continuity. Therefore, the Company has implemented a structured and comprehensive risk management system across all lines of operations to identify, analyze, and monitor existing risks and ensure that mitigation is carried out efficiently.

The main focus is on high and extreme risks, by strengthening control strategies and adding mitigation measures to reduce risks to an acceptable level, while considering the balance between costs and benefits. The implementation of risk management at JXB is tailored to business objectives, company policies, the scale and complexity of the business, as well as its financial capabilities, infrastructure, and human resources.

This policy is designed so that all risk management activities are carried out in an integrated, effective, and accurate manner. The risks faced by JXB cover all aspects of operations and business development, influenced by internal and external factors. With a consistently implemented risk management system,

dengan risiko yang terkontrol dan berada pada tingkat yang dapat diterima.

Seluruh implementasi manajemen risiko diatur dalam Pedoman Umum Manajemen Risiko, yang memuat kebijakan, peran dan tanggung jawab, proses dan prosedur, instruksi kerja, serta formulir yang digunakan dalam pengelolaan risiko.

### Dasar Penerapan Manajemen Risiko

Ketentuan mengenai pengelolaan risiko bagi BUMD, termasuk di lingkungan JXB, dirumuskan melalui beberapa regulasi dan pedoman berikut:

1. Surat Keputusan Gubernur DKI Jakarta No. 96 tahun 2004 tentang Penerapan Praktik GCG pada BUMD di lingkungan Pemerintah DKI Jakarta. Pasal 21 ayat (2)b telah diatur mengenai pengkajian dan pengelolaan risiko usaha, yaitu suatu proses untuk mengidentifikasi, menganalisis, menilai, dan mengelola risiko usaha.
2. Peraturan Gubernur Daerah Khusus Ibukota Jakarta No. 127 Tahun 2019 tentang Rencana Kerja dan Anggaran Badan Usaha Milik Daerah. Dalam Pasal 10 ayat (1)g dan ayat (9) tentang Penerapan Manajemen Risiko BUMD telah diatur mengenai identifikasi risiko, analisis dan penilaian profil risiko, pemetaan risiko, kebijakan manajemen risiko dan kepatuhan, serta program mitigasi risiko.
3. Instruksi Gubernur DKI Jakarta No. 35 Tahun 2022 tentang Penerapan Tata Kelola Perusahaan Yang Baik Pada Badan Usaha Milik Daerah.
4. Pedoman Umum Manajemen Risiko.

### Strategi Penerapan Manajemen Risiko

Sistem manajemen risiko yang diterapkan oleh JXB dirancang untuk memberikan pedoman yang jelas, menetapkan batasan, serta mengatur tanggung jawab dalam pengelolaan risiko. Sistem ini mengacu pada standar ISO 31000:2018, yang kemudian diadopsi sebagai Standar Nasional Indonesia (SNI).

Dalam merumuskan strategi pengelolaan risiko, JXB juga mengacu pada kerangka Enterprise Risk Management (ERM), yang mencakup seluruh aspek bisnis dan operasi sehari-hari. Penerapan ERM meliputi identifikasi, pengukuran, pemantauan, dan pengendalian risiko, dibantu dengan sistem informasi manajemen risiko. Kerangka ini bertujuan untuk meminimalkan potensi kerugian, mengoptimalkan profitabilitas, menciptakan nilai tambah, meningkatkan kepercayaan pemangku kepentingan, serta mendorong praktik tata kelola perusahaan yang berkualitas tinggi.

Proses ERM di JXB bersifat sistematis dan komprehensif, menggabungkan identifikasi risiko dari setiap unit kerja sekaligus aspek strategis perusahaan. Pendekatan ini

business processes can continue to run with controlled risks at an acceptable level.

All risk management implementations are regulated in the General Risk Management Guidelines, which contain policies, roles and responsibilities, processes and procedures, work instructions, and forms used in risk management.

### Basis for Risk Management Implementation

Provisions regarding risk management for BUMDs, including those within JXB, are formulated through the following regulations and guidelines:

1. Jakarta Governor's Decree No. 96 of 2004 regarding the Implementation of Good Corporate Governance (GCG) Practices for Regional State-Owned Enterprises in the DKI Jakarta Government environment. Article 21 paragraph (2)(b) regulates the assessment and management of business risks, which refers to a process for identifying, analyzing, evaluating, and managing business risks.
2. Jakarta Governor Regulation No. 127 of 2019 on the Work Plan and Budget of Regional State-Owned Enterprises. Article 10 paragraphs (1)(g) and (9) concerning Risk Management Implementation in regional state-owned enterprises outlines the identification of risks, analysis and assessment of risk profiles, risk mapping, risk management policies and compliance, as well as risk mitigation programs.
3. Jakarta Governor's Instruction No. 35 of 2022 on the Implementation of Good Corporate Governance in Regional State-Owned Enterprises.
4. General Risk Management Guidelines.

### Risk Management Implementation Strategy

The risk management system implemented by JXB is designed to provide clear guidelines, set limits, and regulate responsibilities in risk management. This system refers to the ISO 31000:2018 standard, which has been adopted as an Indonesian National Standard (SNI).

In formulating its risk management strategy, JXB also refers to the Enterprise Risk Management (ERM) framework, which covers all aspects of business and daily operations. The implementation of ERM includes the identification, measurement, monitoring, and control of risks, assisted by a risk management information system. This framework aims to minimize potential losses, optimize profitability, create added value, increase stakeholder trust, and encourage high-quality corporate governance practices.

The ERM process at JXB is systematic and comprehensive, combining risk identification from each work unit with the company's strategic aspects. This



dilakukan melalui dua metode: *bottom-up* dan *top-down*.

Dalam pendekatan *bottom-up*, jajaran manajerial mulai dari Manajer, General Manager, Senior Manajer, hingga Eksekutif Senior Manajer aktif mengidentifikasi risiko yang ada di unit kerjanya masing-masing.

Dalam pendekatan *top-down*, Direksi secara langsung menilai risiko yang terkait dengan sasaran strategis perusahaan, memberikan masukan, dan mempertimbangkan keputusan penting sepanjang proses.

Melalui penerapan ERM secara konsisten, JXB mampu mengelola ketidakpastian dengan lebih efektif, meminimalkan ancaman, dan memaksimalkan pencapaian tujuan bisnis perusahaan.

### Pengawasan Dewan Komisaris dan Direksi

Perusahaan secara berkesinambungan meningkatkan efektivitas Sistem Manajemen Risiko setiap tahun melalui keterlibatan aktif Unit Audit Internal, yang berkontribusi dalam pencapaian target perusahaan. Pengawasan terhadap sistem ini dilakukan seiring pertumbuhan dan dinamika usaha, guna menjamin pelaksanaan yang efektif, memadai, serta sesuai dengan karakter, kompleksitas, dan profil risiko yang dimiliki Perusahaan.

Penerapan manajemen risiko di Perusahaan mencakup berbagai aspek untuk memastikan pengawasan risiko berlangsung secara berkelanjutan, antara lain:

1. Wewenang dan Tanggung Jawab Dewan Komisaris dan Direksi
  - 1) Dewan Komisaris dan Direksi berwenang dan bertanggung jawab untuk memastikan bahwa penerapan Manajemen Risiko telah memadai sesuai dengan karakteristik, kompleksitas, dan profil Risiko JXB.
  - 2) Dewan Komisaris dan Direksi harus memahami dengan baik jenis dan tingkat risiko yang melekat pada kegiatan bisnis JXB.
  - 3) Direksi dan Dewan Komisaris melakukan pengawasan untuk memastikan bahwa proses identifikasi, pengukuran, pemantauan, dan pengendalian risiko yang dijalankan telah sesuai dengan perkembangan usaha dan peraturan perundang-undangan yang berlaku.
2. Wewenang dan Tanggung Jawab Dewan Komisaris  
Wewenang dan tanggung jawab Dewan Komisaris terkait dengan pengawasan aktif dalam kegiatan Manajemen Risiko antara lain meliputi:

approach is carried out through two methods: bottom-up and top-down.

In the bottom-up approach, managers ranging from Managers, General Managers, Senior Managers, to Senior Executive Managers actively identify risks in their respective work units.

In the top-down approach, the Board of Directors directly assesses risks related to the company's strategic objectives, provides input, and considers important decisions throughout the process.

Through the consistent implementation of ERM, JXB is able to manage uncertainty more effectively, minimize threats, and maximize the achievement of the company's business objectives.

### Oversight by the Board of Commissioners and the Board of Directors

The Company continuously improves the effectiveness of its Risk Management System every year through the active involvement of the Internal Audit Unit, which contributes to the achievement of the Company's targets. Supervision of this system is carried out in line with the growth and dynamics of the business, in order to ensure effective and adequate implementation in accordance with the nature, complexity, and risk profile of the Company.

The implementation of risk management in the Company covers various aspects to ensure that risk monitoring is carried out continuously, including:

1. Authority and Responsibilities of the Board of Commissioners and the Board of Directors
  - 1) The Board of Commissioners and the Board of Directors have the authority and responsibility to ensure that the implementation of the Risk Management is adequate in accordance with the characteristics, complexity, and risk profile of JXB.
  - 2) The Board of Commissioners and the Board of Directors must have a clear understanding of the types and levels of risk inherent to JXB's business activities.
  - 3) The Board of Directors and the Board of Commissioners oversee to ensure that the processes of identification, measurement, monitoring, and control of risks are aligned with business developments and applicable laws and regulations.
2. Authority and Responsibilities of the Board of Commissioners  
The authority and responsibilities of the Board of Commissioners in relation to active oversight of Risk Management activities include, but are not limited to:

- 1) Menyetujui dan mengevaluasi kebijakan Manajemen Risiko termasuk memastikan bahwa strategi dan kerangka Manajemen Risiko yang ditetapkan sesuai dengan tingkat Risiko yang akan diambil (*risk appetite*) dan toleransi Risiko (*risk tolerance*) JXB.
- 2) Mengevaluasi kebijakan dan strategi Manajemen Risiko paling sedikit 1 (satu) kali dalam 1 (satu) tahun atau dalam frekuensi yang lebih sering dalam hal terdapat perubahan faktor-faktor yang mempengaruhi kegiatan usaha secara signifikan.
- 3) Mengevaluasi pertanggungjawaban Direksi dan memberikan arahan perbaikan atas pelaksanaan kebijakan Manajemen Risiko secara berkala. Evaluasi dilakukan dalam rangka memastikan bahwa Direksi mengelola aktivitas dan risiko JXB secara efektif.
- 4) Memastikan kebijakan dan proses manajemen risiko dilaksanakan secara efektif dan terintegrasi dalam proses manajemen risiko secara keseluruhan.
- 5) Memastikan kecukupan dukungan keuangan telah, sedang, dan akan dilakukan. Mengevaluasi dan memutuskan permohonan Direksi yang berkaitan dengan transaksi yang memerlukan persetujuan Dewan Komisaris sesuai dengan kebijakan dan prosedur internal JXB.
- 6) Melaksanakan pengawasan terhadap pelaksanaan fungsi Manajemen Risiko lainnya sesuai dengan ketentuan peraturan perundangundangan, anggaran dasar dan/ atau keputusan RUPS/Pemilik Modal.

Dewan Komisaris dibantu oleh Komite Pemantau Risiko melaksanakan tugas dan tanggung jawabnya untuk melakukan evaluasi dan memastikan bahwa penerapan manajemen risiko tetap memenuhi unsur-unsur kecukupan prosedur dan metodologi pengelolaan risiko, sehingga kegiatan JXB tetap dapat terkendali pada batas atau limit yang dapat diterima.

3. Wewenang dan Tanggung Jawab Direksi JXB terkait dengan penerapan manajemen risiko antara lain meliputi:
  - 1) Menyusun kebijakan, strategi, dan kerangka Manajemen Risiko secara tertulis dan komprehensif, termasuk penetapan dan persetujuan limit risiko baik risiko secara keseluruhan (*composite*), per jenis risiko, maupun per aktivitas fungsional dengan memperhatikan tingkat Risiko yang akan diambil (*risk appetite*) dan toleransi Risiko (*risk tolerance*) sesuai kondisi JXB.

- 1) Approving and evaluating the Risk Management policy, including ensuring that the strategies and frameworks established align with the risk appetite and risk tolerance of JXB.
- 2) Evaluating the Risk Management policies and strategies at least once a year or more frequently if there are significant changes in the factors affecting business activities.
- 3) Evaluating the accountability of the Board of Directors and providing improvement directions concerning the implementation of the Risk Management policy periodically. This evaluation is conducted to ensure that the Board of Directors manages JXB's activities and risks effectively.
- 4) Ensuring that Risk Management policies and processes are implemented effectively and integrated within the overall risk management process.
- 5) Ensuring the adequacy of financial support has been, is being, and will be provided. Evaluating and deciding on the Board of Directors' requests related to transactions requiring the Board of Commissioners' approval in accordance with JXB's internal policies and procedures.
- 6) Exercising oversight over the implementation of other Risk Management functions in accordance with the provisions of applicable laws and regulations, the articles of association, and/ or resolutions from the General Meeting of Shareholders/Capital Owners.

The Board of Commissioners, assisted by the Risk Monitoring Committee, carries out its duties and responsibilities to evaluate and ensure that the implementation of risk management continues to meet the elements of adequate risk management procedures and methodologies, so that JXB's activities remain within acceptable limits.

3. The authority and responsibilities of the Board of Directors of JXB regarding the implementation of risk management include, but are not limited to:
  - 1) Developing written and comprehensive policies, strategies, and frameworks for Risk Management, including the establishment and approval of risk limits for overall risk (*composite*), by type of risk, and by functional activity, taking into account the risk appetite and risk tolerance appropriate to JXB's conditions.



- 2) Mengevaluasi dan/atau memperbaharui kebijakan, strategi, prosedur, dan kerangka Manajemen Risiko paling kurang 1 (satu) kali dalam 1 (satu) tahun atau dalam frekuensi yang lebih sering dalam hal terdapat perubahan faktor-faktor yang mempengaruhi kegiatan usaha, eksposur risiko, dan/atau Profil Risiko secara signifikan.
- 3) Bertanggung jawab atas pelaksanaan kebijakan, strategi, dan kerangka Manajemen Risiko yang telah disetujui oleh Dewan Komisaris, serta mengevaluasi dan memberikan arahan berdasarkan laporan yang disampaikan oleh Divisi Manajemen Risiko, termasuk laporan mengenai profil risiko.
- 4) Menetapkan struktur organisasi termasuk wewenang dan tanggung jawab yang jelas pada setiap jenjang jabatan yang terkait dengan penerapan manajemen risiko dan melaksanakan peningkatan kompetensi sumber daya manusia yang terkait dengan Manajemen Risiko.
- 5) Menyusun, menetapkan, dan mengkinikan prosedur, alat, dan sistem informasi untuk mengidentifikasi, mengukur, memonitor, dan mengendalikan risiko.
- 6) Mengembangkan budaya risiko termasuk kesadaran risiko pada seluruh jenjang organisasi, antara lain meliputi komunikasi yang memadai kepada seluruh jenjang organisasi tentang pentingnya pengendalian intern yang efektif.
- 7) Memastikan kecukupan dukungan keuangan dan infrastruktur untuk mengelola dan mengendalikan risiko.
- 8) Memastikan bahwa fungsi manajemen risiko telah diterapkan secara independen.
- 9) Memastikan seluruh risiko yang material dan dampak yang ditimbulkan oleh risiko dimaksud telah ditindaklanjuti dan disampaikan kepada Dewan Komisaris secara berkala, antara lain memuat laporan perkembangan dan permasalahan terkait risiko yang material disertai langkah-langkah perbaikan yang telah, sedang, dan akan dilakukan.
- 10) Memastikan pelaksanaan langkah-langkah perbaikan atas permasalahan atau penyimpangan dalam kegiatan usaha JXB yang ditemukan oleh Auditor Internal dan/atau Auditor Eksternal.
- 11) Melaksanakan fungsi Manajemen Risiko lainnya sesuai dengan ketentuan peraturan perundang-undangan, anggaran dasar dan/atau keputusan RUPS.

- 2) Evaluating and/or updating policies, strategies, procedures, and the Risk Management framework at least once a year or more frequently in the event of significant changes affecting business activities, risk exposure, and/ or the risk profile.
- 3) Being responsible for the implementation of the policies, strategies, and Risk Management framework approved by the Board of Commissioners, and evaluating and providing direction based on reports submitted by the Risk Management Division, including reports regarding the risk profile.
- 4) Establishing an organizational structure that includes clear authorities and responsibilities for each level of position related to the implementation of risk management and carrying out enhancement of human resource competencies related to Risk Management.
- 5) Developing, establishing, and updating procedures, tools, and information systems to identify, measure, monitor, and control risks.
- 6) Fostering a risk culture, including risk awareness across all organizational levels, which includes adequate communication to all levels of the organization about the importance of effective internal controls.
- 7) Ensuring the adequacy of financial support and infrastructure to manage and control risks.
- 8) Ensuring that the risk management function has been implemented independently.
- 9) Ensuring that all material risks and the impacts arising from such risks have been addressed and reported to the Board of Commissioners periodically, which includes progress reports and issues related to material risks along with corrective actions that have been, are being, and will be undertaken.
- 10) Ensuring the implementation of corrective actions for problems or deviations in JXB's business activities identified by Internal Auditors and/or External Auditors.
- 11) Executing other Risk Management functions in accordance with applicable laws and regulations, the articles of association, and/ or resolutions from the General Meeting of Shareholders.

### Analisis Risiko dan Rencana Mitigasi

Dalam pelaksanaan rencana strategis, Perusahaan telah mengidentifikasi sejumlah faktor risiko yang perlu diantisipasi, mencakup aspek pasar, hukum, keuangan,

### Risk Anaysis and Mitigation Plans

In implementing its strategic plan, the Company has identified a number of risk factors that need to be anticipated, including market, legal, financial, social,

sosial, strategis, sumber daya, dan kapabilitas. Oleh karena itu, penerapan manajemen risiko menjadi langkah penting untuk mengelola potensi dampak serta menyediakan alternatif tindakan mitigasi yang efektif.

strategic, resource, and capability aspects. Therefore, the application of risk management is an important step in managing potential impacts and providing effective mitigation alternatives.

Dampak dari risiko secara umum dinilai melalui beberapa ukuran, salah satunya:

The impact of risk is generally assessed using several measures, one of which is:

1. Penilaian terhadap kemungkinan (*likelihood*) terjadinya risiko.  
Dalam kerangka Manajemen Risiko JXB, kemungkinan terjadinya risiko dikategorikan ke dalam 5 (lima) tingkatan, yaitu:

1. Assessment of the likelihood of risk occurrence.  
Within the JXB Risk Management framework, the likelihood of risk occurrence is categorized into 5 (five) levels, namely:

Kelompok Kemungkinan (*Likelihood*) Terjadinya Risiko

Group Likelihood of Risk Occurrence

| No | Likelihood<br>Likelihood                           | Deskripsi<br>Description                                                                                                                                   | Kode<br>Code |
|----|----------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|
| 1  | Hampir Selalu Terjadi<br>Almost Always Occurs      | Kemungkinan terjadi sangat tinggi dan hampir selalu terjadi sebelumnya<br>Very high likelihood of occurrence and has almost always occurred previously     | 5            |
| 2  | Sering Terjadi<br>Often occurs                     | Kemungkinan terjadi tinggi dan sering terjadi sebelumnya<br>High likelihood of occurrence and has frequently occurred previously                           | 4            |
| 3  | Mungkin Terjadi<br>Possible to Occur               | Kemungkinan terjadi tinggi dan pernah terjadi sebelumnya<br>Moderate likelihood of occurrence and has occurred at least once previously                    | 3            |
| 4  | Jarang Terjadi<br>Rarely Occurs                    | Kemungkinan terjadi kecil dan jarang pernah terjadi sebelumnya<br>Low likelihood of occurrence and has rarely occurred previously                          | 2            |
| 5  | Hampir Tidak Pernah Terjadi<br>Almost Never Occurs | Kemungkinan terjadi sangat kecil dan hampir tidak pernah terjadi sebelumnya<br>Very low likelihood of occurrence and has almost never occurred previously. | 1            |

2. Pengukuran terhadap dampak yang ditimbulkan  
Besarnya konsekuensi yang mungkin timbul akibat terjadinya risiko dalam penerapan Manajemen Risiko di JXB diklasifikasikan ke dalam 5 (lima) kategori, yaitu:

2. Measurement of the impact  
The magnitude of the consequences that may arise from the occurrence of risks in the implementation of Risk Management at JXB is classified into 5 (five) categories, namely:

Kelompok Kemungkinan (*Likelihood*) Terjadinya Risiko

Group Likelihood of Risk Occurrence

| No | Likelihood<br>Likelihood              | Deskripsi<br>Description                                                                                                                                                                                                | Kode<br>Code |
|----|---------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|
| 1  | Sangat Signifikan<br>Very Significant | Dampak sangat tinggi, menyebabkan kerugian dan membutuhkan waktu dan biaya yang signifikan untuk memperbaiki<br>Very high impact, causing significant losses and requiring substantial time and cost for rectification. | 5            |
| 2  | Signifikan<br>Significant             | Dampak signifikan, menyebabkan kerugian dan membutuhkan waktu dan biaya untuk memperbaiki<br>Significant impact, causing losses and requiring time and cost for rectification.                                          | 4            |
| 3  | Medium                                | Dampak sedang, menyebabkan kerugian kecil, namun membutuhkan waktu dan biaya untuk memperbaiki<br>Moderate impact, causing minor losses, but requiring time and cost for rectification                                  | 3            |

| No | Likelihood<br>Likelihood            | Deskripsi<br>Description                                                                                                                                                                                           | Kode<br>Code |
|----|-------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|
| 4  | Minor                               | Dampak minor, menyebabkan kerugian kecil, tidak membutuhkan waktu dan biaya yang signifikan untuk memperbaiki<br>Minor impact, causing small losses, with no significant time and cost required for rectification. | 2            |
| 5  | Tidak Signifikan<br>Not Significant | Dampak kecil, tidak menyebabkan kerugian kecil, tidak signifikan dan dapat segera diatasi<br>Minor impact, causing negligible losses, considered insignificant and can be addressed immediately                    | 1            |

### 3. Pengukuran Analisis Risiko

Berdasarkan klasifikasi kemungkinan (likelihood) terjadinya risiko serta besarnya dampak yang mungkin timbul, maka dilakukan perhitungan untuk memperoleh nilai analisis risiko, yaitu:

Matriks Nilai Risiko Terhadap Kemungkinan (*Likelihood*) dan Dampak Terjadinya Risiko

### 3. Risk Analysis Measurement

Based on the classification of the likelihood of risk occurrence and the magnitude of the possible impact, calculations are performed to obtain the risk analysis value, namely:

Risk Value Matrix Related to Likelihood and Impact of Risk Occurrence

| No | Reference Number<br>Reference Number               | Dampak<br>Impact                    |       |        |                           |                                       |
|----|----------------------------------------------------|-------------------------------------|-------|--------|---------------------------|---------------------------------------|
|    |                                                    | Tidak Signifikan<br>Not Significant | Minor | Medium | Signifikan<br>Significant | Sangat Signifikan<br>Very Significant |
| 1  | Hampir Selalu Terjadi<br>Almost Always Occurs      | 6                                   | 7     | 8      | 9                         | 10                                    |
| 2  | Sering Terjadi<br>Often occurs                     | 5                                   | 6     | 7      | 8                         | 9                                     |
| 3  | Mungkin Terjadi<br>Possible to Occur               | 4                                   | 5     | 6      | 7                         | 8                                     |
| 4  | Jarang Terjadi<br>Rarely Occurs                    | 3                                   | 4     | 5      | 6                         | 7                                     |
| 5  | Hampir Tidak Pernah Terjadi<br>Almost Never Occurs | 2                                   | 3     | 4      | 5                         | 6                                     |

### 4. Penetapan Identifikasi dan Mitigasi Risiko

Berikut disajikan hasil identifikasi risiko, dampak kualitatif, serta langkah-langkah mitigasi yang diterapkan sehubungan dengan pelaksanaan program kerja JXB.

5. Berdasarkan risiko-risiko yang telah diidentifikasi beserta rencana mitigasinya, disusun Risk Heat Map yang menggambarkan profil risiko untuk mendukung rencana strategis JXB selama 4 tahun ke depan.

Matriks Risk Heat Map Terhadap Rencana JXB 4 Tahun ke Depan

### 4. Risk Identification and Mitigation

The following presents the results of risk identification, qualitative impacts, and mitigation measures implemented in relation to the implementation of the JXB work program.

5. Based on the identified risks and mitigation plans, a Risk Heat Map was developed to illustrate the risk profile to support JXB's strategic plan for the next 4 years.

Risk Heat Map Matrix for the JXB Plans Over the Next 4 Years



| No | Reference Number<br>Reference Number               | Dampak<br>Impact                       |       |        |                           |                                             |
|----|----------------------------------------------------|----------------------------------------|-------|--------|---------------------------|---------------------------------------------|
|    |                                                    | Tidak<br>Signifikan<br>Not Significant | Minor | Medium | Signifikan<br>Significant | Sangat<br>Signifikan<br>Very<br>Significant |
| 1  | Hampir Selalu Terjadi<br>Almost Always Occurs      | 7                                      | 10    | 15     | 20                        | 25                                          |
| 2  | Sering Terjadi<br>Often occurs                     | 4                                      | 8     | 12     | 16                        | 20                                          |
| 3  | Mungkin Terjadi<br>Possible to Occur               | 3                                      | 6     | 9      | 12                        | 15                                          |
| 4  | Jarang Terjadi<br>Rarely Occurs                    | 2                                      | 4     | 6      | 8                         | 10                                          |
| 5  | Hampir Tidak Pernah Terjadi<br>Almost Never Occurs | 1                                      | 2     | 3      | 4                         | 9                                           |

## Evaluasi Sistem Manajemen Risiko

JXB secara konsisten menyesuaikan seluruh instrumen manajemen untuk menghadapi potensi risiko yang mungkin timbul, termasuk melalui Pedoman Umum Manajemen Risiko yang dirancang sebagai respons terhadap dinamika eksternal. Dalam upaya memperkuat kesadaran dan budaya risiko yang berkelanjutan, JXB menekankan pentingnya perubahan sikap dalam menghadapi ketidakpastian bisnis. Penilaian risiko dalam Pedoman ini difokuskan pada risiko yang berpotensi menimbulkan dampak negatif terhadap operasi perusahaan, sekaligus mengklasifikasikan risiko berdasarkan tingkat besaran dan eksposurnya.

Perusahaan secara rutin melakukan evaluasi terhadap sistem manajemen risiko untuk menilai kecukupan desain sistem informasi manajemen risiko serta memastikan akurasi metodologi penilaian yang digunakan. Evaluasi ini bertujuan untuk memperbarui data risiko, menilai efektivitas penerapan manajemen risiko, serta mengukur tingkat kematangan manajemen risiko (*risk maturity level*) di JXB. Hasil evaluasi tersebut digunakan sebagai dasar untuk perbaikan berkelanjutan dan penguatan pengelolaan risiko di masa depan.

## Pernyataan Kecukupan Sistem Manajemen Risiko

Direksi dan Dewan Komisaris menyampaikan bahwa implementasi Sistem Manajemen Risiko di JXB saat ini masih belum sepenuhnya memenuhi ketentuan yang tercantum dalam Surat Keputusan Gubernur DKI Jakarta No. 96 Tahun 2004 mengenai Penerapan Praktik GCG pada BUMD di lingkungan Pemerintah DKI Jakarta, maupun dalam Peraturan Gubernur No. 127 Tahun 2019 tentang Rencana Kerja dan Anggaran Badan Usaha Milik Daerah.

## Risk Management System Evaluation

JXB consistently adjusts all management instruments to address potential risks that may arise, including through the General Risk Management Guidelines designed in response to external dynamics. In an effort to strengthen awareness and a culture of sustainable risk, JXB emphasizes the importance of changing attitudes in the face of business uncertainty. Risk assessment in these Guidelines focuses on risks that have the potential to negatively impact company operations, while classifying risks based on their magnitude and exposure.

The company routinely evaluates its risk management system to assess the adequacy of the risk management information system design and ensure the accuracy of the assessment methodology used. This evaluation aims to update risk data, assess the effectiveness of risk management implementation, and measure the risk maturity level at JXB. The results of this evaluation are used as a basis for continuous improvement and strengthening risk management in the future.

## Statement of Adequacy of the Risk Management System

The Board of Directors and Board of Commissioners stated that the implementation of the Risk Management System at JXB currently does not fully comply with the provisions set forth in Jakarta Governor Decree No. 96 of 2004 concerning the Application of GCG Practices at BUMDs within the Jakarta Provincial Government, or in the Governor Regulation No. 127 of 2019 concerning the Work Plan and Budget of Regional Owned Enterprises.



## Kantor Akuntan Publik

### Public Accounting Firm

#### Mekanisme Pemilihan Kantor Akuntan Publik (KAP)

Penunjukan Kantor Akuntan Publik (KAP) untuk melakukan audit atas laporan keuangan perusahaan, termasuk BUMD, dilaksanakan dengan mengacu pada prinsip-prinsip tata kelola perusahaan yang baik (GCG). Sebagai landasan pelaksanaannya di lingkungan BUMD Provinsi DKI Jakarta, Gubernur telah menetapkan Keputusan Gubernur Provinsi DKI Jakarta Nomor 96 Tahun 2004 yang mengatur proses pemilihan KAP secara transparan, objektif, dan akuntabel.

Berdasarkan ketentuan tersebut, mekanisme penetapan KAP di lingkungan BUMD Provinsi DKI Jakarta dilakukan melalui tahapan sebagai berikut:

1. Direksi melakukan proses seleksi calon KAP dengan pengawasan dari Komite Audit.
2. Direksi kemudian menyampaikan usulan calon KAP terpilih kepada Dewan Komisaris.
3. Dewan Komisaris melalui Komite Audit melakukan penelaahan terhadap calon KAP yang diusulkan.
4. Setelah melalui proses review, Dewan Komisaris menetapkan KAP yang dipilih.

#### Penetapan Kantor Akuntan Publik (KAP)

Perusahaan menggunakan jasa Kantor Akuntan Publik Rama Wendra dan Rekan sebagai auditor independen untuk melakukan pemeriksaan laporan keuangan pada tahun 2025.

#### Nama dan Biaya Akuntan Publik

Tabel di bawah ini menyajikan data terkait Kantor Akuntan Publik yang bertugas mengaudit laporan keuangan Perusahaan selama lima tahun terakhir:

| No | Tahun Buku<br>Financial Year | Kantor Akuntan Publik<br>Public Accounting Firm   | Biaya (Rp)<br>Cost (Rp) |
|----|------------------------------|---------------------------------------------------|-------------------------|
| 1  | 2025                         | Rama Wendra dan Rekan<br>Rama Wendra and Partners | 315.292.500             |
| 2  | 2024                         | Rama Wendra dan Rekan<br>Rama Wendra and Partners | 291.652.500             |
| 3  | 2023                         | Rama Wendra dan Rekan<br>Rama Wendra and Partners | 291.662.500             |
| 4  | 2022                         | Rama Wendra dan Rekan<br>Rama Wendra and Partners | 272.250.000             |
| 5  | 2021                         | Mucharam dan Rekan<br>Mucharam and Partners       | 298.100.000             |

#### Mechanism for Selecting Public Accounting Firm

The appointment of a Public Accounting Firm (KAP) to audit the financial statements of companies, including BUMDs, is carried out with reference to the principles of good corporate governance (GCG). As a basis for its implementation within the DKI Jakarta Provincial BUMD, the Governor has issued DKI Jakarta Provincial Governor Decree No. 96 of 2004, which regulates the process of selecting a PAO in a transparent, objective, and accountable manner.

Based on these provisions, the mechanism for determining a PAO within the DKI Jakarta Provincial BUMD is carried out through the following stages:

1. The Board of Directors conducts the selection process for KAP candidates under the supervision of the Audit Committee.
2. The Board of Directors then submits the selected KAP candidates to the Board of Commissioners.
3. The Board of Commissioners, through the Audit Committee, reviews the proposed KAP candidates.
4. After the review process, the Board of Commissioners appoints the selected KAP.

#### Appointment of Public Accounting Firm

The company engaged the services of Rama Wendra & Partners Public Accounting Firm as its independent auditor to audit its financial statements in 2025.

#### Public Accountant Name and Fees

The table below presents data related to Public Accounting Firms that have audited the Company's financial statements over the past five years:



## Ruang Lingkup Pekerjaan dan Hasil Laporan Akuntan Publik

Kerangka Acuan Kerja serta Surat Penawaran yang telah disepakati untuk Pelaksanaan Jasa Audit Laporan Keuangan PT Jakarta Tourisindo memuat rincian sebagai berikut:

- a. Pelaksanaan audit atas laporan keuangan PT Jakarta Tourisindo untuk tahun yang berakhir pada 31 Desember 2025, mencakup:
  - 1) Neraca (Laporan Posisi Keuangan)
  - 2) Laporan Laba Rugi
  - 3) Laporan Perubahan Ekuitas
  - 4) Laporan Arus Kas
  - 5) Catatan atas Laporan Keuangan
  - 6) Laporan Neraca Laba Rugi Unit Usaha
- b. Evaluasi kinerja PT Jakarta Tourisindo untuk tahun buku 2024 sesuai dengan Keputusan Gubernur Provinsi DKI Jakarta Nomor 4 Tahun 2004 tanggal 6 Januari 2004 tentang Pedoman Penilaian Tingkat Kesehatan Badan Usaha Milik Daerah di Lingkungan Pemerintah Provinsi DKI Jakarta;
- c. Audit kepatuhan PT Jakarta Tourisindo terhadap peraturan perundang-undangan yang berlaku serta penilaian pengendalian internal untuk tahun buku 2025.

## Jasa Lain yang Diberikan Kantor Akuntan Publik

Berdasarkan Perjanjian Kerja Pengadaan Jasa Audit Laporan Keuangan Tahun Buku 2025 antara PT Jakarta Tourisindo dan Kantor Akuntan Publik Rama Wendra dan Rekan Nomor 1217/cenproc/SPK/XI/2022 tertanggal 15 November 2022, Kantor Akuntan Publik tersebut pada tahun 2025 hanya memberikan layanan audit laporan keuangan dan tidak memberikan jasa lainnya kepada Perusahaan.

## Scope of Work and Results of the Public Accountant's Report

The agreed Terms of Reference and Offer Letter for the Provision of Financial Statement Audit Services for PT Jakarta Tourisindo contain the following details:

- a. The audit of the financial statements of PT Jakarta Tourisindo for the year ending December 31, 2025, shall include:
  - 1) Balance Sheet (Statement of Financial Position)
  - 2) Income Statement
  - 3) Statement of Changes in Equity
  - 4) Cash Flow Statement
  - 5) Notes to the Financial Statements
  - 6) Income Statement of Business Units
- b. Evaluation of the performance of PT Jakarta Tourisindo for the 2024 fiscal year in accordance with DKI Jakarta Provincial Governor Decree No. 4 of 2004 dated January 6, 2004 concerning Guidelines for Assessing the Health of Regionally-Owned Enterprises within the DKI Jakarta Provincial Government;
- c. Audit of PT Jakarta Tourisindo's compliance with applicable laws and regulations as well as assessment of internal controls for the 2025 fiscal year.

## Other Services Provided by the Public Accounting Firm

Based on the Audit Services Agreement for the 2025 Financial Year between PT Jakarta Tourisindo and Rama Wendra & Partners Public Accounting Firm Number 1217/cenproc/SPK/XI/2022 dated November 15, 2022, the Public Accounting Firm will only provide financial statement audit services in 2025 and will not provide other services to the Company.

## Transparansi dan Akses Informasi

### Transparency and Access to Information

Keterbukaan informasi dan kemudahan akses terhadap data merupakan unsur penting dalam penerapan prinsip tata kelola perusahaan yang baik (GCG), karena berperan dalam memperkuat akuntabilitas serta menjaga integritas perusahaan. Dalam hal ini, perusahaan memiliki komitmen untuk menyampaikan informasi yang relevan, akurat, dan tepat waktu kepada seluruh pemangku kepentingan, termasuk pemegang saham, investor, karyawan, regulator, maupun masyarakat luas.

Information disclosure and ease of access to data are important elements in the implementation of good corporate governance (GCG) principles, as they play a role in strengthening accountability and maintaining corporate integrity. In this regard, the company is committed to communicating relevant, accurate, and timely information to all stakeholders, including shareholders, investors, employees, regulators, and the general public.



Untuk mewujudkan transparansi tersebut, perusahaan menjalankan kebijakan keterbukaan informasi dengan berpedoman pada ketentuan peraturan yang berlaku, baik dari otoritas pengawas maupun standar praktik internasional. Melalui penyediaan informasi yang mudah diakses dan dapat dipercaya, perusahaan berupaya membangun kepercayaan para pemangku kepentingan, mendukung pengambilan keputusan yang tepat, memperkuat reputasi perusahaan, serta meningkatkan kualitas hubungan dengan seluruh pihak terkait.

To achieve this transparency, the company implements an information disclosure policy in accordance with applicable regulations, both from supervisory authorities and international standards of practice. By providing easily accessible and reliable information, the company seeks to build stakeholder trust, support sound decision-making, strengthen the company's reputation, and improve the quality of its relationships with all relevant parties.

## Program Kepemilikan Saham oleh Karyawan dan Manajemen

### Employee and Management Stock Ownership Program

Tidak terdapat anggota Dewan Komisaris, Direksi, maupun karyawan Jakarta Experience Board yang memiliki kepemilikan saham di perusahaan sepanjang tahun 2025. Dengan demikian, komposisi pemegang saham pada tahun 2025 adalah sebagai berikut:

No members of the Board of Commissioners, Board of Directors, or employees of Jakarta Experience Board owned shares in the company throughout 2025. Thus, the composition of shareholders in 2025 is as follows:

| Pemegang Saham<br>Shareholder                                           | Jumlah Saham<br>Number of Shares | Nilai Nominal (Rp)<br>Nominal Value (Rp) | Kepemilikan (%)<br>Ownership (%) |
|-------------------------------------------------------------------------|----------------------------------|------------------------------------------|----------------------------------|
| Pemerintah Provinsi DKI Jakarta<br>Provincial Government of DKI Jakarta | 710.545                          | 710.545.000.000                          | 99.58                            |
| Perumda Pasar Jaya                                                      | 3.000                            | 3.000.000.000                            | 0.42                             |
| Jumlah Saham<br>Total Shares                                            | 713.545                          | 713.545.000.000                          | 100                              |

## Kode Etik

### Code of Ethics

Kode Etik (*Code of Ethics*) berfungsi sebagai pedoman perilaku yang menetapkan standar profesional dan etis bagi seluruh karyawan serta mitra perusahaan dalam melaksanakan tanggung jawabnya. Kode ini menekankan prinsip integritas, transparansi, dan profesionalisme dalam setiap aktivitas kerja. Selain itu, kode etik mengatur kepatuhan terhadap peraturan perundang-undangan, perlindungan kerahasiaan informasi pelanggan, serta upaya menjaga kualitas layanan secara konsisten. Jaktour juga menyoroti pentingnya membangun hubungan yang saling menghormati antara karyawan, pelanggan, dan mitra, sebagai upaya memperkuat reputasi perusahaan yang positif dan berkelanjutan di sektor pariwisata.

The Code of Ethics serves as a code of conduct that sets professional and ethical standards for all employees and company partners in carrying out their responsibilities. This code emphasizes the principles of integrity, transparency, and professionalism in all work activities. In addition, the code of ethics regulates compliance with laws and regulations, protection of customer confidentiality, and efforts to maintain consistent service quality. Jaktour also highlights the importance of building respectful relationships between employees, customers, and partners, as an effort to strengthen the company's positive and sustainable reputation in the tourism sector.

### Pokok-Pokok Kode Etik

- Standar Perilaku Insan Perusahaan
  - Nama Baik Perusahaan
  - Kesehatan dan Keselamatan/ Keamanan Kerja

### Key Principles of the Code of Ethics

- Standards of Behavior for Company Personnel
  - Company Reputation
  - Occupational Health and Safety

- |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>▪ Penghormatan Hak Asasi Manusia</li> <li>▪ Penghormatan Hak Asasi Manusia</li> <li>▪ Hubungan dengan Pemerintah</li> <li>▪ Hubungan dengan Masyarakat</li> <li>▪ Menghindari Diri Terhadap Benturan Kepentingan</li> <li>▪ Berkomitmen Pada Sikap Anti Korupsi</li> <li>▪ Menghindari Diri terhadap Suap dan Pembayaran Tidak Wajar</li> <li>▪ Pemeliharaan dan Penggunaan Aset</li> <li>▪ Kepatuhan kepada Hukum dan Internal Kontrol</li> <li>▪ Integritas Laporan Keuangan</li> <li>▪ Menerima dan Memberi Hadiah, Imbalan, Cinderamata, dan Jamuan Bisnis</li> <li>▪ Kompetensi dan Profesionalitas</li> <li>▪ Perlakuan Diskriminatif</li> <li>▪ Penghargaan terhadap Hak atas Kekayaan Intelektual</li> <li>▪ Aktivitas Politik</li> <li>▪ Promosi dan Periklanan</li> </ul> | <ul style="list-style-type: none"> <li>▪ Respect for Human Rights</li> <li>▪ Respect for Human Rights</li> <li>▪ Relations with the Government</li> <li>▪ Relations with the Community</li> <li>▪ Avoiding Conflicts of Interest</li> <li>▪ Commitment to an Anti-Corruption Stance</li> <li>▪ Avoiding Bribery and Unlawful Payments</li> <li>▪ Maintenance and Use of Assets</li> <li>▪ Compliance with Laws and Internal Control Regulations</li> <li>▪ Integrity of Financial Reporting</li> <li>▪ Receiving and Giving Gifts, Rewards, Souvenirs, and Business Meals</li> <li>▪ Competence and Professionalism</li> <li>▪ Discriminatory Treatment</li> <li>▪ Respect for Intellectual Property Rights</li> <li>▪ Political Activities</li> <li>▪ Promotion and Advertising</li> </ul> |
| <p>2. Etika Perusahaan Terhadap Pemangku Kepentingan (Stakeholders)</p> <ul style="list-style-type: none"> <li>▪ Etika Perusahaan Terhadap Pemegang Saham</li> <li>▪ Etika Perusahaan Terhadap Pelanggan</li> <li>▪ Etika Perusahaan Terhadap Insan Perusahaan</li> <li>▪ Etika Perusahaan Terhadap Pemasok/ Supplier</li> <li>▪ Etika Perusahaan Terhadap Mitra Usaha</li> <li>▪ Etika Perusahaan Terhadap Mitra Kerja</li> <li>▪ Etika Perusahaan Terhadap Pemerintah</li> <li>▪ Etika Perusahaan Terhadap Masyarakat dan Lingkungan</li> </ul>                                                                                                                                                                                                                                                                          | <p>2. Company Ethics Towards Stakeholders</p> <ul style="list-style-type: none"> <li>▪ Company Ethics Towards Shareholders</li> <li>▪ Company Ethics Towards Customers</li> <li>▪ Company Ethics Towards Company Personnel</li> <li>▪ Company Ethics Towards Suppliers</li> <li>▪ Company Ethics Towards Business Partners</li> <li>▪ Company Ethics Towards Work Partners</li> <li>▪ Company Ethics Towards the Government</li> <li>▪ Company Ethics Towards Society and the Environment</li> </ul>                                                                                                                                                                                                                                                                                        |
| <p>3. Pelaksanaan dan Penegakan Kode Etik</p> <ul style="list-style-type: none"> <li>▪ Konsultasi dan Pelaporan Pelanggaran Kode Etik</li> <li>▪ Mekanisme Penanganan Atas Pelaporan Pelanggaran Kode Etik</li> <li>▪ Konsekuensi Atas Pelanggaran Kode Etik</li> <li>▪ Pernyataan Komitmen untuk mematuhi Kode Etik</li> <li>▪ Sosialisasi dan Internalisasi Kode Etik</li> <li>▪ Pengenalan Kode Etik bagi Karyawan Baru</li> <li>▪ Penghargaan</li> </ul>                                                                                                                                                                                                                                                                                                                                                               | <p>3. Implementation and Enforcement of the Code of Ethics</p> <ul style="list-style-type: none"> <li>▪ Consultation and Reporting of Code of Ethics Violations</li> <li>▪ Mechanism for Handling Code of Ethics Violation Reports</li> <li>▪ Consequences of Code of Ethics Violations</li> <li>▪ Commitment Statement to Comply with the Code of Ethics</li> <li>▪ Socialization and Internalization of the Code of Ethics</li> <li>▪ Introduction of the Code of Ethics for New Employees</li> <li>▪ Recognition</li> </ul>                                                                                                                                                                                                                                                              |

## Sosialisasi Kode Etik

Sosialisasi Kode Etik merupakan langkah strategis untuk memastikan seluruh karyawan dan mitra perusahaan memahami serta mengamalkan pedoman perilaku yang telah ditetapkan. Kegiatan ini dilaksanakan melalui berbagai sarana, seperti pelatihan, workshop, serta komunikasi internal, dengan tujuan memperkenalkan nilai-nilai inti perusahaan, termasuk integritas, profesionalisme, dan kepatuhan terhadap peraturan perundang-undangan.

## Socialization of the Code of Ethics

Socialization of the Code of Ethics is a strategic step to ensure that all employees and company partners understand and practice the established code of conduct. This activity is carried out through various means, such as training, workshops, and internal communication, with the aim of introducing the company's core values, including integrity, professionalism, and compliance with laws and regulations.

Dengan pelaksanaan sosialisasi yang efektif, diharapkan setiap individu dapat menerapkan Kode Etik secara konsisten dalam aktivitas sehari-hari, memperkuat budaya kerja yang etis dan bertanggung jawab, serta menciptakan lingkungan kerja yang kondusif, harmonis, dan produktif.

### Sanksi Yang Diatur Dalam Kode Etik

Setiap pelanggaran terhadap Pedoman Etika dan Perilaku Perusahaan (*Code of Conduct*) oleh seluruh Insan Perusahaan akan menimbulkan konsekuensi sebagai berikut:

1. Insan Perusahaan yang terbukti melanggar Pedoman Etika dan Perilaku Perusahaan akan dikenakan sanksi sesuai dengan tingkat keseriusan pelanggaran yang dilakukan.
2. Jenis sanksi dapat berupa peringatan tertulis, mutasi penugasan, penurunan jabatan atau grade, hingga pemutusan hubungan kerja.
3. Jika pelanggaran yang dilakukan berkaitan dengan tindak pidana atau hukum, kasus tersebut akan diteruskan kepada pihak berwenang sesuai ketentuan yang berlaku.

With effective dissemination, it is hoped that each individual can consistently apply the Code of Ethics in their daily activities, strengthening an ethical and responsible work culture, and creating a conducive, harmonious, and productive work environment.

### Sanctions Specified in the Code of Ethics

Any violation of the Company's Code of Conduct by any member of the Company will result in the following consequences:

1. Members of the Company who are proven to have violated the Company's Code of Conduct will be subject to sanctions in accordance with the severity of the violation.
2. Sanctions may include written warnings, job transfers, demotions or downgrades, and termination of employment.
3. If the violation is related to criminal or legal offenses, the case will be referred to the authorities in accordance with applicable regulations.

## Perkara Penting yang Dihadapi Perusahaan

### Significant Issues Faced by The Company

Perusahaan tidak mengalami sengketa atau permasalahan hukum yang berarti pada tahun 2025. Seluruh kegiatan operasional berjalan lancar sesuai dengan prosedur yang berlaku, tanpa adanya isu besar yang berdampak pada kinerja maupun reputasi perusahaan. Hal ini menunjukkan efektivitas pengelolaan, kepatuhan terhadap peraturan yang berlaku, serta konsistensi dalam menerapkan prinsip-prinsip tata kelola perusahaan yang baik.

The company did not experience any significant legal disputes or issues in 2025. All operational activities ran smoothly in accordance with applicable procedures, without any major issues that impacted the company's performance or reputation. This demonstrates the effectiveness of management, compliance with applicable regulations, and consistency in implementing good corporate governance principles.

## Sanksi Administratif

### Administrative Sanctions

Perusahaan tidak memiliki sanksi administratif sepanjang tahun 2025

The company has not received any administrative sanctions throughout 2025.



# Inisiatif Anti Korupsi

## Anti-Corruption Initiative

### Sistem Manajemen Anti Penyuapan (SMAP)

Dewan Komisaris dan Direksi PT Jakarta Tourisindo menegaskan komitmen kuat untuk mencegah praktik penyuapan melalui penerapan SNI ISO 37001:2016 tentang Sistem Manajemen Anti Penyuapan (SMAP). JXB selalu menjalankan kegiatan usaha dengan standar etika tinggi, mematuhi hukum, dan berkomitmen untuk menjaga integritas serta akuntabilitas melalui perbaikan berkelanjutan.

Komitmen ini tercermin dalam Dokumen Komitmen Anti Penyuapan dan Pokok-Pokok Kebijakan SMAP yang ditandatangani pada 22 Desember 2022. Kebijakan Anti Penyuapan JXB secara garis besar mencakup:

1. Mewajibkan Pakta Integritas bagi seluruh Insan Perusahaan, termasuk karyawan tetap, tidak tetap, mitra bisnis, atau pihak ketiga lain yang bekerja sama dengan JXB, termasuk karyawan dari perusahaan rekan bisnis yang bertindak atas nama Perusahaan.
2. Menerapkan prinsip 4 NO's bagi seluruh Insan Perusahaan dan pemangku kepentingan yang terkait dengan JXB, yaitu:
  - a. *No Bribery* – menolak segala bentuk suap, pemerasan, atau gratifikasi ilegal.
  - b. *No Kickback* – menolak permintaan atau penerimaan komisi, tanda terima kasih, baik berupa uang maupun barang.
  - c. *No Gift* – menolak pemberian atau penerimaan hadiah atau gratifikasi yang bertentangan dengan peraturan yang berlaku.
  - d. *No Luxurious Hospitality* – menolak penyambutan atau jamuan yang berlebihan.
3. Menjalankan prosedur tindak lanjut yang efektif terkait pemberian dan penerimaan hadiah, jamuan, sumbangan, benefit, dan sponsor yang dapat dikategorikan sebagai bentuk penyuapan atau gratifikasi.
4. Melakukan Uji Kelayakan (*Due Diligence*) terhadap personil, transaksi, proyek, mitra bisnis, serta aktivitas pengadaan barang dan jasa untuk memastikan kepatuhan terhadap kebijakan anti penyuapan.
5. Menghindari dan mengelola konflik kepentingan yang berpotensi menimbulkan risiko penyelewengan (*fraud*) atau mengganggu independensi JXB.
6. Menerapkan klausul Anti Penyuapan dalam seluruh kontrak, termasuk Nota Kesepahaman dengan pihak ketiga atau mitra bisnis.
7. Mendorong seluruh Insan JXB berperan aktif dalam implementasi SMAP serta menjamin perlindungan hukum, kerahasiaan, dan keselamatan bagi pelapor dugaan pelanggaran SMAP.

### Anti-Bribery Management System (ABMS)

The Board of Commissioners and Directors of PT Jakarta Tourisindo affirm their strong commitment to preventing bribery through the implementation of SNI ISO 37001:2016 on Anti-Bribery Management Systems (ABMS). JXB always conducts its business activities with high ethical standards, complies with the law, and is committed to maintaining integrity and accountability through continuous improvement.

This commitment is reflected in the Anti-Bribery Commitment Document and the SMAP Policy Principles signed on December 22, 2022. JXB's Anti-Bribery Policy broadly covers:

1. Requiring Integrity Pacts for all Company Personnel, including permanent and temporary employees, business partners, or other third parties working with JXB, including employees of business partner companies acting on behalf of the Company.
2. Implementing the 4 NO's principle for all Company personnel and stakeholders related to JXB, namely:
  - a. *No Bribery* – rejecting all forms of bribery, extortion, or illegal gratuities.
  - b. *No Kickback* – rejecting requests for or acceptance of commissions, tokens of appreciation, whether in the form of money or goods.
  - c. *No Gifts* – rejecting the giving or receiving of gifts or gratuities that are contrary to applicable regulations.
  - d. *No Luxurious Hospitality* – rejecting excessive hospitality or entertainment.
3. Implementing effective follow-up procedures related to the giving and receiving of gifts, entertainment, donations, benefits, and sponsorships that can be categorized as bribery or gratuities.
4. Conducting Due Diligence on personnel, transactions, projects, business partners, and procurement activities for goods and services to ensure compliance with anti-bribery policies.
5. Avoiding and managing conflicts of interest that could potentially lead to fraud or interfere with JXB's independence.
6. Implementing Anti-Bribery clauses in all contracts, including Memoranda of Understanding with third parties or business partners.
7. Encouraging all JXB personnel to play an active role in the implementation of SMAP and ensuring legal protection, confidentiality, and safety for whistleblowers reporting alleged SMAP violations.





8. Menetapkan seluruh Manager untuk melaksanakan Kebijakan Anti Penyuapan, mengintegrasikannya ke dalam *Standard Operational Procedures* (SOP) divisi/unit masing-masing, dan berkoordinasi secara berkala dengan Tim Fungsi Kepatuhan Anti Penyuapan (FKAP) untuk evaluasi dan rekomendasi.

Sebagai tindak lanjut, Dewan Komisaris dan Direksi JXB membentuk Tim FKAP, yang diketuai oleh Direktur Administrasi dan Keuangan dengan *Corporate Secretary* sebagai wakil, serta anggota terdiri dari Manager Legal, Senior Manager HR, Manager Public Relations, Manager CSR, dan Manager GA.

Komitmen JXB terhadap penerapan SMAP pada tahun 2025 ditunjukkan melalui audit sertifikasi SMAP yang diperoleh pada 2024. Perusahaan terus melakukan evaluasi dan penyempurnaan sistem untuk mendukung implementasi SMAP secara menyeluruh di seluruh unit internal.

### Sosialisasi SMAP

JXB secara konsisten memastikan bahwa seluruh informasi mengenai SMAP tersampaikan dengan jelas kepada seluruh pegawai, termasuk karyawan tetap, kontrak, maupun tenaga *outsourcing*. Untuk menjamin pemahaman dan internalisasi yang efektif, JXB menyelenggarakan Program Sosialisasi SMAP yang ditujukan bagi seluruh karyawan.

### Sistem Pelaporan Pelanggaran

Sejak tahun 2022, JXB telah mengimplementasikan *Whistleblowing System* (WBS) sesuai dengan Pedoman WBS JXB yang ditetapkan melalui Keputusan Direksi PT Jakarta Tourisindo No. 82 Tahun 2022. Sistem ini dirancang sejalan dengan standar ISO 37002:2021 mengenai Sistem Manajemen *Whistleblowing*. WBS menjadi bagian integral dari pengendalian internal perusahaan untuk mencegah praktik penyimpangan, kecurangan (*fraud*), serta meningkatkan efektivitas penerapan *Good Corporate Governance* (GCG).

Melalui WBS, JXB bertujuan meminimalkan risiko kerugian yang dapat timbul akibat pelanggaran, baik dari sisi keuangan, operasional, maupun reputasi perusahaan. Sistem ini dijalankan dengan berlandaskan tiga prinsip utama: kepercayaan (*trust*), ketidakberpihakan (*impartiality*), dan perlindungan (*protection*). Untuk menjaga objektivitas dan independensi, pengelolaan WBS JXB dilakukan oleh pihak eksternal yang netral, yaitu *Synergy Strategic Advisory* (SSA).

### Jenis-Jenis Tindak Pelanggaran

Berikut ini adalah tindak pelanggaran yang dapat dilaporkan melalui sistem WBS JXB:

8. Appoint all managers to implement the Anti-Bribery Policy, integrate it into the Standard Operating Procedures (SOP) of their respective divisions/units, and coordinate regularly with the Anti-Bribery Compliance Function Team (FKAP) for evaluation and recommendations.

As a follow-up, the Board of Commissioners and Directors of JXB formed the FKAP Team, chaired by the Director of Administration and Finance with the Corporate Secretary as deputy, and members consisting of the Legal Manager, Senior HR Manager, Public Relations Manager, CSR Manager, and GA Manager.

JXB's commitment to implementing SMAP by 2025 is demonstrated through the SMAP certification audit obtained on 2024. The company continues to evaluate and improve the system to support the comprehensive implementation of SMAP across all internal units.

### ABMS Socialization

JXB consistently ensures that all information regarding SMAP is clearly communicated to all employees, including permanent employees, contract employees, and outsourced workers. To ensure effective understanding and internalization, JXB organizes an SMAP Socialization Program for all employees.

### Whistleblowing Reporting System

Since 2022, JXB has implemented a Whistleblowing System (WBS) in accordance with the JXB WBS Guidelines established through PT Jakarta Tourisindo Board of Directors Decree No. 82 of 2022. This system is designed in line with the ISO 37002:2021 standard on Whistleblowing Management Systems. The WBS is an integral part of the company's internal controls to prevent misconduct and fraud, as well as to improve the effectiveness of Good Corporate Governance (GCG) implementation.

Through the WBS, JXB aims to minimize the risk of losses that may arise from violations, whether financial, operational, or reputational. This system is operated based on three main principles: trust, impartiality, and protection. To maintain objectivity and independence, the management of JXB's WBS is carried out by a neutral external party, namely *Synergy Strategic Advisory* (SSA).

### Types of Violations

The following violations can be reported through the JXB WBS:

1. Melakukan Pelanggaran Hukum dan Peraturan Perundang-undangan:
  - a. Melakukan Korupsi;
  - b. Memberi atau Menerima Suap;
  - c. Memberi atau Menerima Gratifikasi;
  - d. Melakukan Kolusi dan Nepotisme;
  - e. Melakukan Pemerasan, Penggelapan, Pencurian, Penipuan; atau
  - f. Melakukan pelanggaran hukum dan peraturan perundang-undangan lainnya
2. Pelanggaran Peraturan Internal Perusahaan
  - a. Melanggar ketentuan mengenai Benturan Kepentingan;
  - b. Melanggar Peraturan Internal Perusahaan mengenai aspek operasional, keuangan, kesehatan, keamanan dan keselamatan kerja, atau jenis pelanggaran lainnya;
  - c. Melanggar Kode Etik dan Pedoman Perilaku Perusahaan; atau
3. Melakukan Pelanggaran Norma dan Etika yang berlaku secara umum di masyarakat.

### Pihak Pengelolaan WBS

Pengelolaan *Whistleblowing System* (WBS) di JXB dilakukan oleh pihak independen, yaitu *Synergy Strategic Advisory* (SSA). JXB menyediakan fasilitas pelaporan melalui Laman Penerimaan Laporan yang dapat diakses di situs resmi perusahaan, integritas-jxboard.co.id.

Dalam menyampaikan laporan, pelapor diminta mencantumkan informasi identitas seperti nama, alamat, nomor telepon atau handphone, dan/atau alamat email yang bisa dihubungi. Namun, pelapor juga memiliki opsi untuk melaporkan secara anonim tanpa mengungkapkan identitas diri. Bagi pelapor anonim, tetap disarankan untuk menyediakan kontak yang dapat dihubungi, seperti nomor telepon atau email, agar komunikasi tindak lanjut dapat dilakukan jika diperlukan.

Setelah laporan diterima lengkap beserta bukti pendukung, tim pengelola WBS akan menelaah laporan tersebut secara cermat. Bukti yang dapat disertakan meliputi dokumen asli atau salinan, foto, rekaman video, rekaman suara atau percakapan, serta data atau informasi lain yang dapat memperkuat adanya dugaan pelanggaran yang dilaporkan.

### Kebijakan Terkait Penelaahan Laporan Tindak Pelanggaran

JXB menerapkan sejumlah kebijakan terkait proses penelaahan Laporan Tindak Pelanggaran, antara lain:

1. Tim Pengelola WBS bertanggung jawab untuk menelaah setiap Laporan Tindak Pelanggaran yang masuk.

1. Legal and Regulatory Violations:
  - a. Committing Corruption;
  - b. Giving or Receiving Bribes;
  - c. Giving or Receiving Gratuities;
  - d. Committing Collusion and Nepotism;
  - e. Committing Extortion, Embezzlement, Theft, Fraud; or
  - f. Committing other legal and regulatory violations.
2. Violations of Internal Company Regulations:
  - a. Violating provisions concerning Conflicts of Interest;
  - b. Violating Internal Company Regulations concerning operational, financial, health, safety, or any other type of violations;
  - c. Violating the Company Code of Ethics and Conduct Guidelines; or
3. Violating General Norms and Ethics that are commonly accepted in society

### WBS Administration

The Whistleblowing System (WBS) at JXB is managed by an independent party, Synergy Strategic Advisory (SSA). JXB provides a reporting facility through the Report Submission Page, which can be accessed on the company's official website, integritas-jxboard.co.id.

When submitting a report, reporters are asked to include identity information such as their name, address, telephone or mobile phone number, and/or contact email address. However, reporters also have the option to report anonymously without revealing their identity. Anonymous reporters are still advised to provide contact details, such as a telephone number or email address, so that follow-up communication can be carried out if necessary.

Once the report is received in full along with supporting evidence, the WBS management team will carefully review the report. Evidence that can be included includes original or copied documents, photos, video recordings, audio recordings or conversations, as well as other data or information that can strengthen the alleged violation reported.

### Policies Regarding the Review of Violation Reports

JXB implements a number of policies related to the review process of Violation Reports, including:

1. The WBS Management Team is responsible for reviewing every Violation Report that is submitted.

2. Proses penelaahan bertujuan untuk memahami secara menyeluruh dugaan pelanggaran yang terjadi serta menentukan langkah perlindungan yang tepat bagi pelapor.
3. Hasil penelaahan akan disampaikan oleh Tim Pengelola WBS kepada Direktur Utama, atau kepada Dewan Komisaris jika laporan menyangkut dugaan pelanggaran yang dilakukan oleh anggota Direksi.

### Perlindungan bagi Pelapor

Perusahaan menegaskan komitmen untuk memberikan perlindungan penuh kepada Pelapor maupun pihak terkait dalam setiap pengelolaan laporan dugaan pelanggaran. Perlindungan ini mencakup jaminan kerahasiaan identitas Pelapor serta pencegahan terhadap segala bentuk tindakan yang dapat merugikan, mengintimidasi, atau mendiskriminasi Pelapor.

Dalam proses tindak lanjut laporan, Tim Pengelola WBS secara proaktif menilai risiko yang mungkin dihadapi Pelapor dan memberikan rekomendasi langkah perlindungan kepada Direktur Utama. Sebagai bagian dari implementasi sistem pelaporan yang aman, kerahasiaan identitas Pelapor dijaga sepenuhnya hingga seluruh proses penanganan laporan selesai.

### Jumlah Pengaduan Tahun 2025

Tim Pengelola WBS sepanjang tahun 2025 tidak menerima laporan pengaduan, yang mencerminkan bahwa Perseroan telah melaksanakan kegiatan operasional dan bisnis secara tertib, sesuai aturan, serta berlandaskan prinsip kepatuhan dan tata kelola yang baik.

### Laporan Harta Kekayaan Pejabat Negara (LHKPN)

#### Unit Pengelolaan LHKPN

Untuk menunjang efektivitas dan kelancaran pelaporan LHKPN, dibentuk Unit Pengelola LHKPN dengan struktur fungsional yang jelas. Beberapa fungsi utama yang menjadi tanggung jawab unit ini antara lain:

2. The review process aims to thoroughly understand the alleged violation that has occurred and determine the appropriate protective measures for the reporter.
3. The results of the review will be submitted by the WBS Management Team to the President Director, or to the Board of Commissioners if the report concerns alleged violations committed by members of the Board of Directors.

### Protection for Whistleblowers

The company affirms its commitment to providing full protection to whistleblowers and related parties in every management of alleged violations. This protection includes guaranteeing the confidentiality of the whistleblower's identity and preventing any form of action that could harm, intimidate, or discriminate against the whistleblower.

In the follow-up process, the WBS Management Team proactively assesses the risks that may be faced by the Reporter and provides recommendations for protective measures to the President Director. As part of the implementation of a secure reporting system, the confidentiality of the Reporter's identity is fully maintained until the entire report handling process is complete.

### Number of Complaints in 2025

The WBS Management Team did not receive any complaints throughout 2025, reflecting that the Company has carried out its operational and business activities in an orderly manner, in accordance with regulations, and based on the principles of compliance and good governance.

### Report on State Official Assets (LHKPN)

#### LHKPN Management Unit

To support the effectiveness and smooth reporting of LHKPN, an LHKPN Management Unit was formed with a clear functional structure. Some of the main functions that are the responsibility of this unit include:

| Jabatan<br>Position                          | Tugas<br>Duties                                                            |
|----------------------------------------------|----------------------------------------------------------------------------|
| Direksi<br>Board of Directors                | Pengarah<br>Directors                                                      |
| Sekretaris Perusahaan<br>Corporate Secretary | Koordinator LHKPN<br>LHKPN Coordinator                                     |
| Manajer HRD Senior<br>Senior HR Manager      | Administrator Unit Usaha<br>Business Unit Administrator                    |
| Supervisor HRD<br>HRD Supervisor             | Administrator Unit Kerja Kantor Pusat<br>Central Office Unit Administrator |

## Pelaporan LHKPN Tahun 2025

Dalam rangka memastikan kepatuhan terhadap kewajiban pelaporan LHKPN, Perusahaan secara rutin melakukan pemantauan dan evaluasi atas proses penyampaian laporan, khususnya bagi pejabat yang termasuk dalam kategori wajib lapor. Hingga 31 Desember 2025, seluruh 59 pejabat yang wajib melaporkan kekayaannya telah menunaikan kewajiban tersebut dan menerima Nomor Harta Kekayaan (NHK) dari Komisi Pemberantasan Korupsi (KPK). Rincian pelaksanaan pelaporan LHKPN tercatat sebagai berikut:

| Jabatan Wajib Lapor LHKPN<br>Position Required to Report LHKPN  | 2025                                           |                                             |
|-----------------------------------------------------------------|------------------------------------------------|---------------------------------------------|
|                                                                 | Jumlah Wajib Lapor<br>Total Required to Report | Jumlah yang Telah Menyampaikan<br>Submitted |
| Komisaris<br>Board of Commissioners                             | 2                                              | 2                                           |
| Direksi<br>Board of Directors                                   | 3                                              | 3                                           |
| Kepala Satuan Internal Audit<br>Head of Internal Audit Unit     | 1                                              | 1                                           |
| Sekretaris Perusahaan<br>Corporate Secretary                    | 1                                              | 1                                           |
| General Manager Unit Usaha<br>General Manager of Business Units | 4                                              | 4                                           |
| Hotel Manager Unit Usaha<br>Hotel Manager of Business Units     | 3                                              | 3                                           |
| Senior Manager                                                  | 11                                             | 11                                          |
| Manager                                                         | 34                                             | 34                                          |
| Jumlah<br>Total                                                 | 59                                             | 59                                          |

## LHKPN Reporting for 2025

In order to ensure compliance with LHKPN reporting obligations, the Company routinely monitors and evaluates the reporting process, particularly for officials who are required to report. As of December 31, 2025, all 59 officials who are required to report their assets have fulfilled this obligation and received an Asset Number (NHK) from the Corruption Eradication Commission (KPK). Details of the LHKPN reporting implementation are recorded as follows:

## Pengendalian Gratifikasi

### Unit Pengendalian Gratifikasi

Dalam rangka meningkatkan efektivitas pengendalian gratifikasi, Perusahaan telah membentuk Unit Pengendalian Gratifikasi (UPG). Unit ini berfungsi sebagai pengawas sekaligus pembina dalam mencegah dan menangani praktik gratifikasi di lingkungan Perusahaan. Struktur organisasi UPG JXB terdiri atas:

- Penanggung Jawab: Ketua FKAP
- Koordinator: Fungsi Kepatuhan

### Pengendalian Gratifikasi

Penetapan Pedoman Pengendalian Gratifikasi oleh Direksi pada 31 Oktober 2022 menjadi langkah strategis bagi Perusahaan, karena memberikan pemahaman komprehensif kepada seluruh insan mengenai praktik gratifikasi. Langkah ini bertujuan untuk mencegah dan menanggulangi gratifikasi, sehingga mendukung pengelolaan Perusahaan yang efektif, transparan, dan bebas dari praktik Korupsi, Kolusi, dan Nepotisme (KKN). Pencegahan gratifikasi sangat penting karena

## Gratuity Control Unit

### Gratuity Control Unit

In order to improve the effectiveness of gratification control, the Company has established a Gratification Control Unit (UPG). This unit serves as both a supervisor and a mentor in preventing and handling gratification practices within the Company. The organizational structure of JXB's UPG consists of:

- Person in Charge: Head of FKAP
- Coordinator: Compliance Function

### Gratuity Control

The Board of Directors' enactment of the Gratification Control Guidelines on October 31, 2022, is a strategic step for the Company, as it provides a comprehensive understanding of gratification practices to all employees. This step aims to prevent and combat gratification, thereby supporting effective, transparent, and corruption, collusion, and nepotism (KKN)-free management of the Company. Preventing gratification is very important because if left unchecked, gratification



apabila tidak dikendalikan, gratifikasi dapat berpotensi menjadi tindak pidana suap yang merugikan secara hukum dan merusak reputasi Perusahaan. Gratifikasi dikategorikan sebagai suap apabila diterima oleh Insan JXB dan bertentangan dengan tugas serta tanggung jawab jabatannya.

Secara internal, JXB menerapkan prinsip-prinsip pengendalian gratifikasi sebagai berikut:

1. Prinsip Transparansi

Prinsip ini menekankan adanya mekanisme pelaporan atas penerimaan gratifikasi kepada KPK, guna memastikan keabsahan penerimaan yang terkait dengan jabatan penyelenggara negara. Namun, selama pelaporan berada dalam proses penetapan status oleh KPK, prinsip keterbukaan dapat diutamakan untuk melindungi pelapor gratifikasi.

2. Prinsip Akuntabilitas

Akuntabilitas diwujudkan sebagai kewajiban Insan JXB untuk tidak menerima pemberian apapun yang berkaitan dengan jabatannya dan wajib melaporkan gratifikasi yang dianggap suap kepada KPK.

3. Prinsip Kepastian Hukum

Semua proses penerimaan laporan, analisis, dan penetapan status gratifikasi dilakukan sesuai peraturan perundang-undangan yang berlaku. Penetapan status kepemilikan oleh KPK memberikan kepastian hukum terkait hak dan kewajiban pelapor.

4. Prinsip Kemanfaatan

Barang gratifikasi yang menjadi milik Negara dimanfaatkan untuk kepentingan negara, sedangkan gratifikasi yang tidak termasuk suap namun terkait kedinasan dapat digunakan untuk kepentingan kedinasan atau sosial.

5. Prinsip Kepentingan Umum

Prinsip ini diwujudkan dengan menolak setiap pemberian dari masyarakat yang terkait dengan pelayanan atau pekerjaan. Jika penerimaan terjadi, gratifikasi wajib dilaporkan kepada KPK sebagai bentuk konsistensi menjalankan tugas demi kepentingan masyarakat umum.

6. Prinsip Independensi

Independensi dijaga dengan menolak setiap pemberian yang berkaitan dengan jabatan atau dengan melaporkan gratifikasi yang dianggap suap kepada KPK, sehingga mencegah adanya pengaruh terhadap pelaksanaan tugas dan kewenangan Insan JXB.

can potentially become a criminal act of bribery that is legally detrimental and damages the Company's reputation. Gratification is categorized as bribery if it is received by JXB personnel and is contrary to their duties and responsibilities.

Internally, JXB implements the following principles of gratification control:

1. Principle of Transparency

This principle emphasizes the existence of a reporting mechanism for the receipt of gratification to the Corruption Eradication Commission (KPK), in order to ensure the validity of receipts related to the position of state officials. However, as long as the report is in the process of being determined by the KPK, the principle of openness can be prioritized to protect the reporter of the gratification.

2. Principle of Accountability

Accountability is manifested as the obligation of JXB personnel not to accept any gifts related to their position and to report gratuities considered bribes to the KPK.

3. Principle of Legal Certainty

All processes of receiving reports, analyzing, and determining the status of gratuities are carried out in accordance with applicable laws and regulations. The determination of ownership status by the KPK provides legal certainty regarding the rights and obligations of the reporter.

4. Principle of Benefit

Gratuities that become the property of the State are used for the benefit of the State, while gratuities that are not considered bribes but are related to official duties may be used for official or social purposes.

5. Principle of Public Interest

This principle is realized by refusing any gifts from the public that are related to services or work. If a gift is accepted, it must be reported to the KPK as a form of consistency in carrying out duties for the benefit of the general public.

6. Principle of Independence

Independence is maintained by refusing any gifts related to one's position or by reporting gratuities considered bribes to the KPK, thereby preventing any influence on the performance of duties and authority of JXB personnel.



## Prinsip Dasar Penolakan Gratifikasi

1. Seluruh Insan JXB beserta anggota keluarganya dilarang menerima gratifikasi, baik secara langsung maupun tidak langsung, dari *Stakeholders*, Mitra Kerja, atau Pihak Ketiga yang berkaitan dengan jabatan Insan JXB, apabila hal tersebut bertentangan dengan tugas dan kewajiban yang melekat, baik di wilayah dalam negeri maupun luar negeri, termasuk gratifikasi yang diberikan melalui sarana elektronik maupun non-elektronik.
2. Seluruh Insan JXB beserta keluarga inti WAJIB MENOLAK setiap tawaran atau pemberian gratifikasi berupa hadiah, cinderamata, atau hiburan (*entertainment*) pada kesempatan pertama, dilakukan secara sopan dan santun, serta wajib melaporkannya kepada Unit Pengendalian Gratifikasi (UPG).
3. Insan JXB berhak memberikan penjelasan terkait kebijakan dan aturan gratifikasi, khususnya pedoman yang berlaku di JXB, kepada pihak yang menawarkan atau memberikan gratifikasi. Selain itu, Insan JXB dapat meminta dukungan dari Unit UPG JXB untuk membantu menyampaikan pedoman ini sebagai bagian dari sosialisasi kepada pihak terkait.

## Pemberian Gratifikasi

Setiap Insan JXB dilarang memberikan gratifikasi dalam bentuk apapun kepada pihak lain, kecuali memenuhi ketentuan batasan berikut:

1. Pemberian hadiah atau cinderamata dilakukan untuk membina hubungan baik, dengan tetap memperhatikan kewajaran, kepatutan, dan rasa saling menghormati, serta untuk mendukung kepentingan JXB.
2. Hadiah, cinderamata, atau hiburan (*entertainment*) harus sudah direncanakan, dianggarkan, dan mendapatkan persetujuan pejabat yang berwenang sesuai otorisasinya.
3. Pemberian tersebut bertujuan untuk mendukung kepentingan JXB dan bukan sebagai upaya menyuap pihak lain agar memberikan keuntungan yang tidak menjadi hak JXB secara hukum.
4. Hadiah atau hiburan tidak boleh dalam bentuk uang tunai atau setara uang (termasuk voucher, cek, giro), kecuali dalam konteks sponsorship resmi yang disertai dokumen pendukung dan ditujukan kepada instansi terkait.
5. Hadiah atau cinderamata tidak boleh berupa barang yang melanggar hukum dan norma kesusilaan.
6. Nilai hadiah, cinderamata, atau hiburan tidak melebihi Rp1.000.000,00, kecuali untuk event resmi, promosi, sponsorship, atau kegiatan *gathering stakeholder* yang dilengkapi dokumen pendukung dan ditujukan ke instansi.

## Basic Principles for Rejecting Gratuity

1. All JXB personnel and their family members are prohibited from accepting gratuities, either directly or indirectly, from stakeholders, business partners, or third parties related to the position of JXB personnel, if this conflicts with their duties and obligations, both domestically and abroad, including gratuities given through electronic or non-electronic means.
2. All JXB personnel and their immediate families MUST REFUSE any offer or gift of gratuities in the form of presents, souvenirs, or entertainment at the first opportunity, in a polite and courteous manner, and must report it to the Gratuity Control Unit (UPG).
3. JXB personnel have the right to provide explanations regarding gratuity policies and regulations, particularly the guidelines applicable at JXB, to parties offering or giving gratuities. In addition, JXB personnel may request support from the JXB UPG Unit to help convey these guidelines as part of outreach to relevant parties.

## Gratuity Giving

Every JXB employee is prohibited from giving gratuities in any form to other parties, except in accordance with the following restrictions:

1. Gifts or souvenirs may be given to foster good relations, while maintaining propriety, appropriateness, and mutual respect, and to support the interests of JXB.
2. Gifts, souvenirs, or entertainment must be planned, budgeted, and approved by the authorized official in accordance with their authority.
3. Such gifts are intended to support the interests of JXB and not as an attempt to bribe another party to provide benefits that are not legally entitled to JXB.
4. Gifts or entertainment may not be in the form of cash or cash equivalents (including vouchers, checks, or money orders), except in the context of official sponsorship accompanied by supporting documents and intended for the relevant agency.
5. Gifts or souvenirs may not be items that violate the law and moral norms.
6. The value of gifts, souvenirs, or entertainment shall not exceed IDR 1,000,000.00, except for official events, promotions, sponsorships, or stakeholder gathering activities that are accompanied by supporting documents and intended for agencies.

7. Barang yang diberikan sebagai hadiah wajib memiliki logo JXB yang permanen dan tidak dapat dilepas, menjadi bagian yang tidak terpisahkan dari barang tersebut.
8. Pemberian hadiah atau hiburan tidak dilakukan secara berulang-ulang kepada pihak yang sama.
9. Untuk bentuk uang tunai, hanya diperbolehkan honorarium sebagai apresiasi atas kontribusi pemikiran atau keahlian pihak lain atas undangan resmi JXB, dengan persetujuan Direksi dan sesuai standar nilai.
10. Jika berbentuk jamuan makan, harus tetap wajar, pantas, dilakukan di lokasi yang terhormat, dan menjaga citra positif JXB.

Apabila pemberian gratifikasi sesuai dengan batasan di atas, maka Insan JXB wajib melakukan langkah-langkah berikut:

1. Menyampaikan rencana pemberian hadiah, cinderamata, atau hiburan kepada pejabat berwenang melalui surat atau memo izin prinsip.
2. Pejabat yang berwenang menilai nilai dan sifat pemberian, kemudian memutuskan apakah disetujui atau tidak.
3. Melaporkan gratifikasi dengan mengisi Formulir Pemberian Gratifikasi dan menyerahkannya kepada Unit Pengendalian Gratifikasi (UPG) JXB.

### Pengelolaan Gratifikasi

Setiap penerima gratifikasi wajib melaporkan penerimaan tersebut kepada Unit Pengendalian Gratifikasi (UPG) paling lambat 10 hari kerja setelah gratifikasi diterima. Sebagai alternatif, laporan juga dapat langsung disampaikan kepada Komisi Pemberantasan Korupsi (KPK) dalam waktu maksimum 30 hari kerja sejak tanggal penerimaan.

Setelah menerima laporan, UPG bertanggung jawab untuk meneruskannya ke KPK paling lambat 10 hari kerja sejak laporan diterima. Pemangku kepentingan dapat memperoleh salinan laporan melalui UPG atau mengaksesnya secara daring di alamat <https://gratifikasi.kpk.go.id>.

### Laporan Gratifikasi Tahun 2025

Perusahaan tidak menerima laporan mengenai gratifikasi sepanjang tahun 2025. Hal ini mencerminkan bahwa seluruh insan JXB telah memahami dan mematuhi ketentuan internal perusahaan terkait pengendalian gratifikasi.

7. Items given as gifts must have a permanent JXB logo that cannot be removed and is an integral part of the item.
8. Gifts or entertainment shall not be given repeatedly to the same party.
9. Cash payments are only permitted as honoraria in appreciation of the contributions of ideas or expertise of other parties to official JXB invitations, with the approval of the Board of Directors and in accordance with standard values.
10. If in the form of a meal, it must remain reasonable, appropriate, conducted in a respectable location, and maintain the positive image of JXB.

If the gratification is in accordance with the above limitations, JXB personnel are required to take the following steps:

1. Submit a plan for giving gifts, souvenirs, or entertainment to the authorized official through a letter or memo requesting approval in principle.
2. The authorized official assesses the value and nature of the gift, then decides whether to approve it or not.
3. Report the gratuity by filling out the Gratuity Gift Form and submitting it to the JXB Gratuity Control Unit (UPG).

### Gratuity Management

Every recipient of gratuities is required to report such receipts to the Gratuity Control Unit (UPG) no later than 10 working days after the gratuity is received. Alternatively, reports can also be submitted directly to the Corruption Eradication Commission (KPK) within a maximum of 30 working days from the date of receipt.

After receiving the report, the UPG is responsible for forwarding it to the KPK no later than 10 working days from the date of receipt. Stakeholders can obtain a copy of the report through the UPG or access it online at <https://gratifikasi.kpk.go.id>.

### Gratuity Reports for 2025

The company did not receive any reports of gratuities throughout 2025. This reflects that all JXB employees understand and comply with the company's internal regulations regarding the control of gratuities.



# Akses Informasi dan Data

## Access to Information and Data

### Website Perusahaan

Website perusahaan berfungsi sebagai media komunikasi utama yang menyampaikan informasi secara akurat, tepat waktu, dan transparan kepada seluruh pemangku kepentingan, termasuk pelanggan, investor, mitra bisnis, karyawan, dan masyarakat luas. Sebagai kanal digital utama, website ini mencerminkan identitas perusahaan sekaligus menjadi sarana yang efektif untuk meningkatkan interaksi dan memperkuat hubungan dengan berbagai pihak.

Masyarakat dan pemangku kepentingan dapat mengakses situs resmi perusahaan di alamat [www.jxboard.co.id](http://www.jxboard.co.id), yang tersedia dalam Bahasa Indonesia dan Bahasa Inggris. Informasi yang disediakan meliputi struktur organisasi, jaringan bisnis, profil Direksi dan Dewan Komisaris, penghargaan yang diperoleh perusahaan, serta data penting lainnya.

### Media Cetak dan Media Sosial

Media cetak dan media sosial memegang peranan strategis dalam upaya komunikasi perusahaan. Media cetak, termasuk surat kabar nasional, profil perusahaan, brosur, talk show radio, dan majalah, dimanfaatkan untuk menjangkau audiens yang lebih luas serta menyampaikan informasi mendalam terkait produk, layanan, dan perkembangan perusahaan. Di sisi lain, media sosial menyediakan saluran interaktif yang memungkinkan perusahaan berkomunikasi secara langsung dan real-time dengan publik. Platform ini mendukung peningkatan keterlibatan audiens, membangun citra positif, dan menjangkau kelompok masyarakat yang lebih muda dan dinamis.

Perusahaan memperoleh liputan dari sejumlah media besar, yakni lebih dari 150 liputan sepanjang tahun 2025. Selain itu, perusahaan juga memanfaatkan media elektronik lainnya untuk pengungkapan informasi, antara lain:

### Company Website

The company website serves as the primary communication medium that conveys accurate, timely, and transparent information to all stakeholders, including customers, investors, business partners, employees, and the wider community. As the main digital channel, this website reflects the company's identity while also serving as an effective means of increasing interaction and strengthening relationships with various parties.

The public and stakeholders can access the company's official website at [www.jxboard.co.id](http://www.jxboard.co.id), which is available in Indonesian and English. The information provided includes the organizational structure, business network, profiles of the Board of Directors and Board of Commissioners, awards received by the company, and other important data.

### Print Media and Social Media

Print and social media play a strategic role in corporate communications. Print media, including national newspapers, company profiles, brochures, radio talk shows, and magazines, are used to reach a wider audience and convey in-depth information about products, services, and company developments. On the other hand, social media provides an interactive channel that allows companies to communicate directly and in real time with the public. This platform supports increased audience engagement, builds a positive image, and reaches younger and more dynamic groups of people.

The company received coverage from a number of major media outlets, including 150 throughout 2025. In addition, the company also utilizes other electronic media for information disclosure, including:

|           |                                                                   |
|-----------|-------------------------------------------------------------------|
| Website   | <a href="http://www.jxboard.co.id/">http://www.jxboard.co.id/</a> |
| Facebook  | Jakarta Experience Board                                          |
| Twitter   | @jxboard_id                                                       |
| Instagram | - @jxboard<br>- @ptjakartatourisindo                              |
| Youtube   | Jakarta Experience Board                                          |



# LAPORAN KEBERLANJUTAN

Sustainability Report









# Tentang Laporan Keberlanjutan

## About The Sustainability Report

Sebagai Badan Usaha Milik Daerah (BUMD) yang dimiliki oleh Provinsi DKI Jakarta, Perusahaan berkomitmen untuk menjalankan seluruh aktivitas operasionalnya selaras dengan prinsip pembangunan berkelanjutan. Komitmen tersebut diwujudkan melalui penerapan tata kelola perusahaan yang baik (*Good Corporate Governance/GCG*) serta praktik bisnis yang bertanggung jawab, yang tercermin dalam kepedulian terhadap kelestarian lingkungan, penghormatan terhadap hak asasi manusia, penciptaan lingkungan kerja yang aman dan kondusif, penguatan hubungan industrial yang harmonis, penerapan standar keselamatan dan kesehatan kerja, serta kontribusi nyata bagi pertumbuhan ekonomi dan kesejahteraan masyarakat di sekitar wilayah operasional.

Dalam rangka transparansi dan akuntabilitas, Perusahaan menyusun Laporan Keberlanjutan untuk periode 1 Januari hingga 31 Desember 2025 yang diterbitkan secara terintegrasi dengan Laporan Tahunan Tahun Buku 2025. Kedua laporan tersebut disajikan secara terpadu sehingga informasi yang disampaikan saling melengkapi tanpa terjadi pengulangan pengungkapan data.

Seluruh data dan informasi terkait kinerja keuangan serta aspek tata kelola dalam laporan ini disusun berdasarkan kondisi sampai dengan 31 Desember 2025. Adapun penyajian kinerja ekonomi telah diselaraskan dengan Laporan Keuangan Perusahaan yang telah diaudit oleh Kantor Akuntan Publik McMillan Woods (Rama Wendra).

### Kerangka Laporan Keberlanjutan Framework of the Sustainability Report

Dalam penyusunan laporan ini, Perusahaan mengacu pada berbagai peraturan dan pedoman yang berlaku sebagai dasar penyajian informasi serta proses pelaporannya, diantaranya:

- Peraturan Otoritas Jasa Keuangan (POJK) No. 51/POJK.03/2017 tentang Penerapan Keuangan Berkelanjutan bagi Lembaga Jasa Keuangan, Emiten, dan Perusahaan Publik.
- Surat Edaran Otoritas Jasa Keuangan (SEOJK) No. 16/SEOJK.04/2021 tentang Bentuk dan Isi Laporan Tahunan Emiten atau Perusahaan Publik.

Laporan Keberlanjutan tahun 2025 ini telah melalui proses verifikasi internal guna memastikan akurasi, keandalan, serta kredibilitas seluruh informasi yang disajikan. Penyusunannya juga didasarkan pada prinsip materialitas, dengan menitikberatkan pada isu-isu keberlanjutan yang memiliki dampak paling signifikan terhadap kinerja perusahaan maupun kepentingan para pemangku kepentingan.

As a Regional Owned Enterprise (BUMD) owned by the Province of DKI Jakarta, the Company is committed to conducting all of its operational activities in line with the principles of sustainable development. This commitment is realized through the implementation of good corporate governance (GCG) and responsible business practices, which are reflected in its concern for environmental sustainability, respect for human rights, the creation of a safe and conducive working environment, strengthening harmonious industrial relations, implementing occupational safety and health standards, and making a tangible contribution to economic growth and the welfare of the community in the surrounding operational area.

In the interests of transparency and accountability, the Company has prepared a Sustainability Report for the period January 1 to December 31, 2025, which is published in conjunction with the 2025 Annual Report. The two reports are presented in an integrated manner so that the information provided complements each other without repeating the disclosure of data.

All data and information related to financial performance and governance aspects in this report are compiled based on conditions up to December 31, 2025. The presentation of economic performance has been aligned with the Company's Financial Statements, which have been audited by Public Accounting Firm McMillan Woods (Rama Wendra).

In preparing this report, the Company refers to various applicable regulations and guidelines as the basis for presenting information and reporting processes, including:

- Financial Services Authority Regulation (POJK) No. 51/POJK.03/2017 concerning the Implementation of Sustainable Finance for Financial Services Institutions, Issuers, and Public Companies.
- Financial Services Authority Circular Letter (SEOJK) No. 16/SEOJK.04/2021 concerning the Form and Content of Annual Reports of Issuers or Public Companies.

The 2025 Sustainability Report has undergone an internal verification process to ensure the accuracy, reliability, and credibility of all information presented. Its preparation is also based on the principle of materiality, with an emphasis on sustainability issues that have the most significant impact on the company's performance and the interests of its stakeholders.



## Ruang Lingkup Laporan

### Scope of the Report

Laporan Keberlanjutan ini memuat berbagai isu penting yang disertai dengan data dan informasi terkini yang relevan bagi para pemangku kepentingan. Isu-isu yang diangkat berfokus pada aspek yang memiliki pengaruh signifikan terhadap kinerja Perusahaan sekaligus menjadi perhatian utama dalam mendukung proses pengambilan keputusan para pemangku kepentingan.

Topik yang disajikan telah ditentukan melalui proses penelaahan yang komprehensif dan proporsional. Setiap aspek material beserta batasannya menggambarkan kebijakan, capaian kinerja, serta tantangan keberlanjutan yang dihadapi Perusahaan sepanjang periode pelaporan.

This Sustainability Report contains various important issues accompanied by relevant data and information that is up to date for stakeholders. The issues raised focus on aspects that have a significant impact on the Company's performance and are also a major concern in supporting the decision-making process of stakeholders.

The topics presented have been determined through a comprehensive and proportional review process. Each material aspect and its limitations describe the Company's policies, performance achievements, and sustainability challenges faced throughout the reporting period.

## Ikhtisar Kinerja Keberlanjutan

### Sustainability Performance Overview

#### Aspek Ekonomi

Economic Performance

Dalam jutaan Rupiah | In million of Rupiah

| Uraian<br>Description                                                         | 2025      | 2024      | 2023     |
|-------------------------------------------------------------------------------|-----------|-----------|----------|
| Pendapatan Usaha<br>Operating Revenue                                         | 179.088   | 97.250    | 115.770  |
| Nilai Pendapatan Kamar<br>Room Revenue                                        | 45.416    | 36.944    | 22.607   |
| Nilai Pendapatan Usaha Lainnya<br>Revenue from Other Business                 | 82.807    | 20.857    | 69.510   |
| Laba (Rugi) Tahun Berjalan<br>Profit (Loss) for the Current Year              | 120.512   | 74.234    | (87.689) |
| Biaya Operasional<br>Operational Expenses                                     | (105.988) | (53.463)  | (94.898) |
| Gaji dan Tunjangan<br>Salaries and Allowance                                  | (35.498)  | (36.603)  | (38.428) |
| Pembayaran kepada Pemerintah (Pajak)<br>Payments to Government (Taxes)        | (8.577)   | (8.442)   | (10.035) |
| Jumlah Nilai Ekonomi yang Didistribusikan<br>Total Economic Value Distributed | (211.841) | (156.382) | (10.706) |

## Aspek Lingkungan

Environmental Performance

Dalam jutaan Rupiah | In million of Rupiah

| Uraian<br>Description                                | 2025          | 2024          | 2023          |
|------------------------------------------------------|---------------|---------------|---------------|
| Penggunaan Energi Listrik<br>Electricity Consumption | 7.672.964.216 | 7.435.428.194 | 6.729.712.521 |
| Penggunaan BBM<br>Fuel Consumption                   | 625.500.532   | 576.005.464   | 180.326.746   |
| Biaya Penggunaan Air<br>Water Usage Costs            | 2.339.848.707 | 1.468.573.915 | 1.477.006.143 |

## Aspek Sosial

Social Performance

| Uraian<br>Description                                          | Satuan<br>Unit   | 2025 | 2024 | 2023 |
|----------------------------------------------------------------|------------------|------|------|------|
| Jumlah Karyawan<br>Total Number of Employees                   | Orang<br>Persons | 385  | 394  | 411  |
| Jumlah Karyawan Wanita<br>Total Number of Female Employees     | Orang<br>Persons | 59   | 59   | 65   |
| Pelibatan Tenaga Kerja Lokal<br>Involvement of Local Workforce | %                | 100% | 100% | 100% |
| Total Pelatihan per Karyawan<br>Total Training Per Employee    | Jam<br>Hours     | 6    | 7    | 4    |
| Kecelakaan Kerja<br>Workplace Accidents                        | Kasus<br>Cases   | 0    | 0    | 0    |
| Kepuasan Pelanggan<br>Customer Satisfaction                    | Poin             | 9,1  | 9,1  | 9,19 |

## Strategi Keberlanjutan

### Sustainability Strategy

Perusahaan secara berkelanjutan menyusun kebijakan strategis di bidang keberlanjutan yang disesuaikan dengan kebutuhan dan dinamika usaha, guna memastikan penerapan praktik bisnis yang bertanggung jawab berjalan optimal. Upaya tersebut dilakukan melalui evaluasi secara berkala serta penyesuaian terhadap perkembangan kondisi bisnis, sosial, lingkungan, maupun perubahan regulasi yang berlaku. Selain itu, Perusahaan juga terus mendorong peningkatan kesadaran seluruh insan Perusahaan agar berperan aktif dalam mendukung agenda pembangunan berkelanjutan.

Dalam implementasinya, PT Jakarta Tourisindo (Perseroda) / Jakarta Experience Board (JXB) berkomitmen untuk mengintegrasikan Tujuan Pembangunan Berkelanjutan (*Sustainable Development Goals/SDGs*) ke dalam seluruh aktivitas operasional. Dengan pendekatan ini, manfaat keberlanjutan diharapkan dapat dirasakan secara luas oleh para pemangku kepentingan. Perusahaan tidak hanya berorientasi pada pencapaian kinerja ekonomi dan finansial, tetapi juga berupaya memberikan kontribusi nyata terhadap keberlanjutan sosial dan kelestarian lingkungan.

The Company continuously develops strategic policies in the field of sustainability that are tailored to the needs and dynamics of the business, in order to ensure the optimal implementation of responsible business practices. These efforts are carried out through periodic evaluations and adjustments to developments in business, social, and environmental conditions, as well as changes in applicable regulations. In addition, the Company also continues to encourage increased awareness among all Company personnel to play an active role in supporting the sustainable development agenda.

In its implementation, PT Jakarta Tourisindo (Perseroda) / Jakarta Experience Board (JXB) is committed to integrating the Sustainable Development Goals (SDGs) into all operational activities. With this approach, it is hoped that the benefits of sustainability will be widely felt by stakeholders. The Company is not only oriented towards achieving economic and financial performance, but also strives to make a real contribution to social sustainability and environmental preservation.



Untuk mendukung prinsip tersebut, Perusahaan terus berupaya menciptakan nilai tambah bagi seluruh pemangku kepentingan sepanjang rantai proses bisnis, baik secara internal maupun eksternal. Berpedoman pada prinsip Tata Kelola Perusahaan yang Baik (GCG), Perusahaan menitikberatkan pada pengelolaan sumber daya manusia yang adil dan beretika, perlindungan lingkungan, pemberdayaan masyarakat, pelayanan terbaik kepada pelanggan, serta pemeliharaan kepercayaan pemegang saham secara konsisten.

Dengan komitmen kuat terhadap visi dan misi keberlanjutan, Perusahaan mengimplementasikannya melalui kebijakan yang terarah, sinergi seluruh insan Perusahaan, serta perbaikan berkelanjutan guna menghasilkan dampak positif yang semakin luas bagi lingkungan dan masyarakat. Untuk mendukung hal tersebut, Perusahaan menekankan pentingnya kolaborasi serta tanggung jawab bersama, termasuk melalui sosialisasi nilai-nilai keberlanjutan secara rutin kepada karyawan melalui berbagai program pelatihan dan edukasi, baik formal maupun informal.

Perusahaan juga senantiasa bersikap proaktif dalam menjaga keberlanjutan bisnis dengan mengintegrasikan aspek Ekonomi, Lingkungan, dan Sosial yang terus berkembang seiring perubahan zaman. Dengan mengacu pada tiga pilar utama keberlanjutan (3P), yaitu People (masyarakat dan sumber daya manusia), Prosperity (kesejahteraan), dan Planet (lingkungan), Perusahaan kemudian merumuskan berbagai sasaran keberlanjutan sebagai pedoman pelaksanaan strategi ke depan, diantaranya:

To support this principle, the Company continues to strive to create added value for all stakeholders throughout the business process chain, both internally and externally. Guided by the principles of Good Corporate Governance (GCG), the Company focuses on fair and ethical human resource management, environmental protection, community empowerment, excellent customer service, and consistent maintenance of shareholder trust.

With a strong commitment to its sustainability vision and mission, the Company implements them through targeted policies, synergy among all Company personnel, and continuous improvement to generate an increasingly broad positive impact on the environment and society. To support this, the Company emphasizes the importance of collaboration and shared responsibility, including through the regular dissemination of sustainability values to employees through various formal and informal training and education programs.

The Company also remains proactive in maintaining business sustainability by integrating Economic, Environmental, and Social aspects that continue to evolve with the changing times. Referring to the three main pillars of sustainability (3P), namely People (community and human resources), Prosperity (welfare), and Planet (environment), the Company then formulates various sustainability goals as guidelines for implementing future strategies, including:

| Sasaran Keberlanjutan<br>Sustainability Objectives | Keterangan<br>Description                                                                                                                                                                                                                |
|----------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Pemegang Saham<br>Shareholders                     | Memberikan pengembalian (return) yang berkelanjutan kepada pemegang saham yang telah mempercayai pengelolaan dananya.<br>To provide sustainable returns to shareholders who have entrusted their funds to the Company.                   |
| Masyarakat/Komunitas<br>Society/Community          | Perusahaan berkomitmen untuk terlibat dan mendukung pembentukan masyarakat yang berdaya dan mandiri.<br>The Company is committed to engaging and supporting the creation of empowered and independent communities                        |
| Pelanggan<br>Customers                             | Memberikan produk dan layanan terbaik sesuai kebutuhannya secara konsisten.<br>To consistently provide the best products and services according to customer needs.                                                                       |
| Karyawan<br>Employees                              | Mengelola sumber daya manusia secara profesional untuk mencapai tujuan bersama, karena karyawan adalah human capital.<br>To manage human resources professionally to achieve shared goals, recognizing that employees are human capital. |
| Lingkungan<br>Environment                          | Melakukan berbagai upaya untuk mengurangi dampak kegiatan bisnis terhadap lingkungan sekitar.<br>To undertake various efforts to reduce the impact of business activities on the surrounding environment.                                |



# Tata Kelola Keberlanjutan

## Sustainability Governance

### Penanggung Jawab Penerapan Keuangan Berkelanjutan

#### Person in Charge of Sustainable Finance Implementation

Bagi Direksi, prinsip keberlanjutan merupakan faktor krusial dalam mendukung tercapainya visi, misi, serta target usaha Perusahaan. Direksi bertugas merancang, mengimplementasikan, sekaligus mengoordinasikan strategi keberlanjutan agar berjalan secara efektif. Selain itu, setiap Direktur bertanggung jawab memastikan bahwa strategi tersebut terintegrasi secara optimal ke dalam area kerja dan fungsi yang berada di bawah kewenangannya.

For the Board of Directors, the principle of sustainability is a crucial factor in supporting the achievement of the Company's vision, mission, and business targets. The Board of Directors is tasked with designing, implementing, and coordinating sustainability strategies to ensure they run effectively. In addition, each Director is responsible for ensuring that these strategies are optimally integrated into the work areas and functions under their authority.

### Pengembangan Kompetensi terkait Keuangan Berkelanjutan

#### Development of Competencies related to Sustainable Finance

Sebagai bentuk komitmen dalam mendukung pembangunan dan praktik keuangan berkelanjutan, Perusahaan menjalankan berbagai inisiatif keberlanjutan secara konsisten. Dalam rangka memperkuat implementasi tersebut, Perusahaan turut melibatkan karyawan melalui program pelatihan serta peningkatan kompetensi yang berkaitan dengan aspek keberlanjutan.

As a form of commitment to supporting sustainable development and financial practices, the Company consistently implements various sustainability initiatives. In order to strengthen the implementation, the Company also involves employees through training programs and competency improvement related to sustainability aspects.

Adapun pada tahun 2025, sejumlah program pengembangan kapasitas di bidang keberlanjutan telah diikuti oleh insan Perusahaan, sebagaimana diinformasikan berikut ini:

In 2025, a number of capacity building programs in the field of sustainability have been participated in by the Company's employees, as informed below:

#### Training dan Assessment Karyawan Tahun 2025

Employee Training and Assessment for the Year 2025

| Nama Training<br>Training                 | Jumlah Peserta<br>Number of Participants | Total Jam Pelatihan<br>Total Training Hour | Tanggal Pelaksanaan<br>Date of Implementation |
|-------------------------------------------|------------------------------------------|--------------------------------------------|-----------------------------------------------|
| Sertifikasi Food & Beverage Service       | 1                                        | 40                                         | 2 Januari 2025                                |
| Training Update Forecast                  | 9                                        | 1                                          | 10 dan 17 Januari 2025                        |
| Training Sequence of Service              | 9                                        | 1                                          | 17 Januari 2025                               |
| Planning to Work                          | 4                                        | 1                                          | 20 Januari 2025                               |
| Minimalis Food Spoilage                   | 4                                        | 1                                          | 21 Januari 2025                               |
| Handly to Ala Carte                       | 4                                        | 1                                          | 22 Januari 2025                               |
| Basic Cooking                             | 4                                        | 1                                          | 23 Januari 2025                               |
| Saving Cost                               | 4                                        | 1                                          | 24 Januari 2025                               |
| Certified IT Auditor Professional (CITAP) | 1                                        | 3                                          | 18-21 Januari 2025                            |



| Nama Training<br>Training                                           | Jumlah Peserta<br>Number of Participants | Total Jam Pelatihan<br>Total Training Hour | Tanggal Pelaksanaan<br>Date of<br>Implementation |
|---------------------------------------------------------------------|------------------------------------------|--------------------------------------------|--------------------------------------------------|
| Fundamental Internal Auditor                                        | 1                                        | 3                                          | 19 Januari 2025                                  |
| Struktur & Skala Upah                                               | 3                                        | 4                                          | 29-30 Januari 2025                               |
| Training Pengelolaan Aset                                           | 35                                       | 3                                          | 30 Januari 2025                                  |
| HACCP - Manajemen Keamanan Pangan                                   | 4                                        | 1                                          | 3 Februari 2025                                  |
| Bagaimana set-up breakfast                                          | 4                                        | 1                                          | 4 Februari 2025                                  |
| Training Gas dan system supply                                      | 13                                       | 1                                          | 5 Februari 2025                                  |
| Training product knowledge dan service excellent                    | 28                                       | 2                                          | 5 Februari 2025                                  |
| Training stock control                                              | 3                                        | 1                                          | 5 Februari 2025                                  |
| Pelatihan P3DN dan Pengadaan Barang/Jasa                            | 18                                       | 2.5                                        | 10 Februari 2025                                 |
| Financial Analyst Professional                                      | 1                                        | 2.5                                        | 11 Februari 2025                                 |
| Pelatihan Pengadaan Pemerintah                                      | 11                                       | 2                                          | 12 Februari 2025                                 |
| Pelatihan Damkar                                                    | 29                                       | 2                                          | 21 Februari 2025                                 |
| Property Management                                                 | 1                                        | 40                                         | 24-28 Februari 2025                              |
| Training room division                                              | 9                                        | 1                                          | 25 Januari 2025                                  |
| Advancing Finance and Auditing for a greener Future                 | 1                                        | 2.5                                        | 26 Februari 2025                                 |
| Audit Internal                                                      | 1                                        | 2                                          | 3 Maret 2025                                     |
| Certified Profesional Fraud Investigator                            | 1                                        | 32                                         | 4-7 Maret 2025                                   |
| HACCP                                                               | 15                                       | 1                                          | 4 Maret 2025                                     |
| How to submit payment get out Agoda                                 | 13                                       | 1                                          | 7 Maret 2025                                     |
| Strategi Optimalisasi Penggunaan E-Katalog 6 Bagi Para Pelaku Usaha | 1                                        | 10                                         | 8 Maret 2025                                     |
| Metode cooking                                                      | 15                                       | 1                                          | 10 Maret 2025                                    |
| Bumbu dasar Indonesia                                               | 15                                       | 1                                          | 11 Maret 2025                                    |
| Concierge - Pengertian & Job Desknya                                | 12                                       | 1                                          | 14 Maret 2025                                    |
| Penerapan Manajemen Risiko dan Tata Kelola Perusahaan               | 1                                        | 3                                          | 15 Maret 2025                                    |
| WorkShop Good Corporate Governance                                  | 9                                        | 8                                          | Maret                                            |
| Cara setup breakfast yang benar                                     | 15                                       | 1                                          | 18 Maret 2025                                    |
| Penanggulangan Bencana Kebakaran                                    | 30                                       | 30                                         | 17 April 2025                                    |
| Risk Manajemen Spesialist                                           | 1                                        | 6                                          | 23-24 April 2025                                 |
| Certified Risk Management Specialist                                | 1                                        | 32                                         | 23-27 April 2025                                 |
| How To Make Fried Rice                                              | 10                                       | 5                                          | 25 April 2025                                    |
| How To Cut Chicken Standart                                         | 11                                       | 11                                         | 26 April 2025                                    |
| Cara Penggunaan APAR                                                | 26                                       | 26                                         | 30 April 2025                                    |
| Sertifikasi Kompetensi Receptionist                                 | 1                                        | 36                                         | 6-8 Mei 2025                                     |
| Higiene Sanitasi Pangan                                             | 12                                       | 12                                         | 07 Mei 2025                                      |
| HACCP                                                               | 10                                       | 10                                         | 8 Mei 2025                                       |
| Sertifikasi HK                                                      | 1                                        | 44                                         | 10-13 Mei 2025                                   |
| Working Prochedure                                                  | 14                                       | 14                                         | 12 Mei 2025                                      |
| Pemeliharaan Kebersihan Lingkungan                                  | 10                                       | 10                                         | 13 Mei 2025                                      |
| How To Make Bolu Kukus                                              | 9                                        | 9                                          | 14 Mei 2025                                      |
| How To Make Pumpkin Pie                                             | 12                                       | 12                                         | 15 Mei 2025                                      |
| Mother Sauce                                                        | 11                                       | 11                                         | 16 Mei 2025                                      |
| How To Make Steak                                                   | 13                                       | 13                                         | 17 Mei 2025                                      |
| How To Make Steak Sauce                                             | 9                                        | 9                                          | 18 Mei 2025                                      |
| Digital Marketing                                                   | 1                                        | 40                                         | 21-24 Mei 2025                                   |
| How To Cooking Soup                                                 | 10                                       | 10                                         | 22 Mei 2025                                      |
| Bimtek Sensivitas Disabilitas                                       | 1                                        | 6                                          | 4 Juni 2025                                      |
| HACCP                                                               | 11                                       | 11                                         | 7 Juni 2025                                      |
| Metode Cooking                                                      | 11                                       | 11                                         | 10 Juni 2025                                     |

| Nama Training<br>Training                     | Jumlah Peserta<br>Number of Participants | Total Jam Pelatihan<br>Total Training Hour | Tanggal Pelaksanaan<br>Date of Implementation |
|-----------------------------------------------|------------------------------------------|--------------------------------------------|-----------------------------------------------|
| Maxial                                        | 7                                        | 15                                         | 12 Juni 2025                                  |
| Room Attendant Training                       | 4                                        | 4                                          | 12 Juni 2025                                  |
| Room Attendant Training                       | 9                                        | 9                                          | 13 Juni 2025                                  |
| How To Make Soto                              | 11                                       | 11                                         | 13 Juni 2025                                  |
| How To Planning To Work                       | 11                                       | 11                                         | 18 Juni 2025                                  |
| How To handle a La Carte                      | 12                                       | 12                                         | 19 Juni 2025                                  |
| Public Area Training                          | 4                                        | 4                                          | 24 Juni 2025                                  |
| Maxial                                        | 14                                       | 112                                        | 24 Juni 2025                                  |
| Room Attendant Training                       | 8                                        | 8                                          | 25 Juni 2025                                  |
| Maxial                                        | 12                                       | 96                                         | 25 Juni 2025                                  |
| Maxial                                        | 17                                       | 17                                         | 26 Juni 2025                                  |
| Compensasi & Benefit                          | 2                                        | 12                                         | 27-28 Juni 2025                               |
| Sosialisasi Disnaker Disabilitas              | 1                                        | 2                                          | 4 Juli 2025                                   |
| Standart Presentation A La Carte Egg/Omellete | 13                                       | 13                                         | 9 Juli 2025                                   |
| Classic Caesar Dressing                       | 8                                        | 8                                          | 14 Juli 2025                                  |
| How To Make Garnish                           | 12                                       | 12                                         | 16 Juli 2025                                  |
| SOP + DACI                                    | 5                                        | 15                                         | 26 Juli 2025                                  |
| HACCP                                         | 9                                        | 9                                          | 4 Agustus 2025                                |
| Sertifikasi F&B Service                       | 2                                        | 80                                         | 5-8 Agustus 2025                              |
| Working procedure                             | 9                                        | 9                                          | 6 Agustus 2025                                |
| Pelatihan dan sertifikasi Bartender           | 1                                        | 18                                         | 12-14 Agustus 2025                            |
| Corporate Culture Transformation              | 2                                        | 18                                         | 23 Agustus 2025                               |
| How to make bread and butter pudding          | 8                                        | 85                                         | 28 Agustus 2025                               |
| How to make Chicken karage                    | 9                                        | 9                                          | 8 September 2025                              |
| Pengaplikasian Chemical                       | 8                                        | 3                                          | 8 September 2025                              |
| pelatihan dan sertifikasi barista             | 1                                        | 24                                         | 9 - 11 September 2025                         |
| How to fillet Whole Salmon                    | 10                                       | 10                                         | 10 September 2025                             |
| Menjadi Government Relations Profesional      | 1                                        | 24                                         | 10 - 12 September 2025                        |
| Training Treatment Tamu DND                   | 8                                        | 8                                          | 12 September 2025                             |
| How to make Omelete                           | 10                                       | 10                                         | 16 September 2025                             |
| Property Management                           | 1                                        | 40                                         | 22-26 September 2025                          |
| How to make demi glace                        | 9                                        | 9                                          | 26 September 2025                             |
| Knowledge of spices herbs                     | 10                                       | 10                                         | 27 September 2025                             |
| Dry Heat cooking method                       | 10                                       | 10                                         | 28 September 2025                             |
| From Lens To Life : Discover Every Angle      | 1                                        | 6                                          | 28 September                                  |
| Pelatihan Manajemen Risiko                    | 1                                        | 8                                          | 29 Sep - 1 Oktober 2025                       |
| Pelatihan Manajemen Risiko                    | 1                                        | 8                                          | 29 Sep - 1 Oktober 2025                       |
| Receiving goods procedure                     | 8                                        | 8                                          | 07 October 2025                               |
| Tata cara set up room for honeymoon           | 6                                        | 6                                          | 12 Oktober 2025                               |
| Thermometer and antiseptic wipes              | 7                                        | 7                                          | 13 Oktober 2025                               |
| Food holding display                          | 7                                        | 7                                          | 16 Oktober 2025                               |
| Food product knowledge                        | 7                                        | 7                                          | 20 Oktober 2025                               |
| Cara mencuci chiller dan freezer yang benar   | 7                                        | 7                                          | 24 Oktober 2025                               |
| How to make prawn bisque                      | 7                                        | 7                                          | 28 Oktober 2025                               |
| keselamatan dan kesehatan kerja               | 7                                        | 7                                          | 29 Oktober 2025                               |
| Higiene sanitasi pangan                       | 11                                       | 11                                         | 04 November 2025                              |
| HACCP                                         | 10                                       | 10                                         | 06 November 2025                              |
| Working procedure                             | 14                                       | 14                                         | 11 November 2025                              |
| Pemeliharaan kebersihan lingkungan            | 13                                       | 13                                         | 14 November 2025                              |



| Nama Training<br>Training | Jumlah Peserta<br>Number of Participants | Total Jam Pelatihan<br>Total Training Hour | Tanggal Pelaksanaan<br>Date of Implementation |
|---------------------------|------------------------------------------|--------------------------------------------|-----------------------------------------------|
| Penggunaan chemical (PA)  | 6                                        | 6                                          | 17 November 2025                              |
| Set up Trolley (RA)       | 8                                        | 8                                          | 20 November 2025                              |
| Cooking Method            | 11                                       | 11                                         | 25 November 2025                              |
| Bumbu Dasar Indonesia     | 11                                       | 11                                         | 27 November 2025                              |
| How to cut vegetable      | 13                                       | 13                                         | 28 November 2025                              |

## Pengelolaan dan Mitigasi Risiko Keuangan Berkelanjutan

### Sustainable Financial Risk Management and Mitigation

Dalam upaya menerapkan pengelolaan risiko yang berkelanjutan, Perusahaan telah melakukan pemetaan serta identifikasi terhadap berbagai potensi risiko di seluruh lini operasional, termasuk risiko yang berkaitan dengan aspek ekonomi, lingkungan, dan sosial. Seluruh risiko tersebut kemudian dianalisis dan dilengkapi dengan langkah-langkah mitigasi yang dirancang untuk meminimalkan dampak yang mungkin timbul. Proses identifikasi ini mempertimbangkan cakupan kegiatan operasional Perusahaan, ketentuan regulasi pemerintah, standar industri, serta kewajiban kontraktual yang berlaku. Informasi lebih lanjut mengenai penerapan manajemen risiko dapat dilihat pada Bab Tinjauan Penunjang Bisnis dalam laporan ini.

Untuk memastikan keberlangsungan usaha, Perusahaan senantiasa melakukan pemantauan dan pengendalian risiko secara berkelanjutan, disertai penerapan strategi mitigasi yang tepat. Selain itu, Perusahaan terus mendorong inovasi guna meningkatkan kemampuan adaptasi terhadap dinamika perubahan lingkungan bisnis.

In an effort to implement sustainable risk management, the Company has mapped and identified various potential risks across all lines of operations, including risks related to economic, environmental, and social aspects. All of these risks are then analyzed and supplemented with mitigation measures designed to minimize any potential impact. This identification process takes into account the scope of the Company's operational activities, government regulations, industry standards, and applicable contractual obligations. Further information on the implementation of risk management can be found in the Business Support Review chapter of this report.

To ensure business continuity, the Company continuously monitors and controls risks, accompanied by the implementation of appropriate mitigation strategies. In addition, the Company continues to encourage innovation to improve its ability to adapt to the dynamics of changes in the business environment.

## Pengelolaan Hubungan dengan Pemangku Kepentingan

### Stakeholder Relationship Management

Pada prinsipnya, pemangku kepentingan mencakup individu maupun kelompok yang terdampak oleh aktivitas, produk, dan layanan Perusahaan. Di sisi lain, mereka juga memiliki peran dalam mendukung pelaksanaan strategi serta pencapaian tujuan Perusahaan.

Keberadaan para pemangku kepentingan menjadi elemen penting dalam penerapan praktik keberlanjutan, sehingga Perusahaan senantiasa mempertimbangkan kepentingan, masukan, dan harapan mereka dalam setiap proses pengambilan keputusan. Oleh karena itu, Perusahaan melakukan proses identifikasi dan klasifikasi pemangku kepentingan berdasarkan tingkat pengaruh maupun dampak yang ditimbulkan terhadap kegiatan usaha.

In principle, stakeholders include individuals and groups affected by the Company's activities, products, and services. On the other hand, they also play a role in supporting the implementation of the Company's strategies and the achievement of its objectives.

The existence of stakeholders is an important element in the implementation of sustainability practices, so that the Company always considers their interests, input, and expectations in every decision-making process. Therefore, the Company conducts a process of identifying and classifying stakeholders based on their level of influence and impact on business activities.

| Pemangku Kepentingan<br>Stakeholder                                                  | Metode Keterlibatan<br>Engagement Method                                                                                       | Frekuensi<br>Frequency                                        | Isu Utama yang Diperhatikan<br>Key Issues of Concern                                                                                          | Tindak Lanjut Perusahaan<br>Follow-Up Actions by the Company                                                                            |
|--------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------|
| Pemerintah Provinsi DKI Jakarta<br>Provincial Government of DKI Jakarta              | Rapat koordinasi, laporan kinerja, presentasi program<br>Coordination meetings, performance reports, program presentations     | Berkala dan sesuai Kebutuhan<br>Periodic and as needed        | Realisasi target RKAP, sinergi program daerah, optimalisasi aset<br>Achievement of RKAP targets, regional program synergy, asset optimization | Penyusunan laporan berkala, kolaborasi program strategis<br>Preparation of periodic reports, collaboration on strategic programs        |
| Pelanggan (Tamu Hotel, Pengunjung Event)<br>Customers (Hotel Guests, Event Visitors) | Survei kepuasan, layanan pelanggan, media sosial<br>Satisfaction surveys, customer service, social media                       | Harian—bulanan<br>Daily—monthly                               | Kualitas layanan, harga, kebersihan, kenyamanan<br>Service quality, pricing, cleanliness, comfort                                             | Peningkatan standar layanan, pelatihan SDM, renovasi fasilitas<br>Service standard improvement, HR training, facility renovation        |
| Karyawan<br>Employees                                                                | Rapat internal, pelatihan, HR platform<br>Internal meetings, training, HR platform                                             | Rutin dan periodik<br>Regular and periodic                    | Kesejahteraan, jenjang karier, lingkungan kerja<br>Welfare, career development, work environment                                              | Program pengembangan SDM, evaluasi kinerja, peningkatan benefit<br>HR development programs, performance evaluation, benefit enhancement |
| Mitra Usaha<br>Business Partners                                                     | Perjanjian kerja sama, evaluasi mitra, komunikasi bisnis<br>Partnership agreements, partner evaluation, business communication | Sesuai proyek/kontrak<br>According to project/contract        | Kepastian kerja sama, transparansi, pembayaran<br>Partnership certainty, transparency, payments                                               | Proses pengadaan yang terbuka, evaluasi kinerja mitra<br>Open procurement process, partner performance evaluation                       |
| Masyarakat dan Komunitas Lokal<br>Community and Local Communities                    | Program CSR, aktivasi ruang publik, partisipasi event<br>CSR programs, public space activation, event participation            | Berkala<br>Periodic                                           | Manfaat sosial, Dampak lingkungan, ruang inklusif<br>Social benefits, environmental impact, inclusive spaces                                  | Pelaksanaan CSR berkelanjutan, event publik, aktivasi UMKM<br>Ongoing CSR implementation, public events, MSME activation                |
| Regulator dan Otoritas Terkait<br>Regulator and Relevant Authorities                 | Pelaporan, konsultasi, kepatuhan perizinan<br>Reporting, consultations, licensing compliance                                   | Berkala<br>Periodic                                           | Kepatuhan hukum, tata kelola, standar keselamatan<br>Legal compliance, governance, safety standards                                           | Kepatuhan terhadap regulasi, audit internal dan eksternal<br>Compliance with regulations, internal and external audits                  |
| Media<br>Media                                                                       | Siaran pers, media visit, konferensi pers<br>Press releases, media visits, press conferences                                   | Sesuai agenda Komunikasi<br>According to communication agenda | Eksposur publik, informasi program dan layanan<br>Public exposure, program and service information                                            | Publikasi informasi, penguatan citra perusahaan<br>Information publication, strengthening company image                                 |



## Tantangan dan Peluang dalam Penerapan Keuangan Berkelanjutan

### Challenges and Opportunities in the Implementation of Sustainable Finance

Perusahaan masih menghadapi sejumlah kendala dalam mengimplementasikan prinsip keberlanjutan secara optimal. Salah satu tantangan utama adalah besarnya kebutuhan investasi untuk pengadaan teknologi yang ramah lingkungan serta pengembangan sumber energi terbarukan. Di samping itu, tingkat pemahaman dan kesadaran mengenai pentingnya keberlanjutan di kalangan karyawan maupun pemangku kepentingan masih perlu terus ditingkatkan, sehingga hal ini dapat mempengaruhi efektivitas penerapannya. Dari aspek waktu, integrasi prinsip keberlanjutan ke dalam budaya kerja juga memerlukan proses yang panjang serta komitmen kuat dari manajemen.

Namun demikian, penerapan prinsip keberlanjutan memberikan berbagai manfaat strategis bagi Perusahaan, antara lain mendorong efisiensi operasional yang berkelanjutan, memperkuat daya tahan bisnis, serta membuka peluang pengembangan produk dan layanan yang lebih inovatif dan bernilai tambah.

Selain itu, Perusahaan menyadari pentingnya membangun sistem pemantauan dan evaluasi keberlanjutan yang terstruktur dan berbasis data. Saat ini, belum seluruh indikator kinerja keberlanjutan terdokumentasi secara sistematis, sehingga diperlukan pengembangan sistem pelaporan yang mampu mengintegrasikan aspek lingkungan, sosial, dan tata kelola secara komprehensif. Di sisi lain, peningkatan sinergi lintas unit kerja serta kolaborasi dengan pihak eksternal, seperti mitra usaha, komunitas, dan regulator, juga menjadi fokus untuk memperluas dampak dan efektivitas program keberlanjutan. Dengan mengatasi berbagai tantangan tersebut, Perusahaan optimistis dapat mengelola agenda keberlanjutan secara lebih terarah, terukur, dan berkelanjutan dalam jangka panjang.

The company still faces a number of obstacles in optimally implementing sustainability principles. One of the main challenges is the large investment required to procure environmentally friendly technology and develop renewable energy sources. In addition, the level of understanding and awareness of the importance of sustainability among employees and stakeholders still needs to be improved, as this can affect the effectiveness of its implementation. From a time perspective, integrating sustainability principles into the work culture also requires a long process and strong commitment from management.

However, the application of sustainability principles provides various strategic benefits for the Company, including promoting sustainable operational efficiency, strengthening business resilience, and opening up opportunities for more innovative and value-added product and service development.

In addition, the Company recognizes the importance of developing a structured and data-driven sustainability monitoring and evaluation system. Currently, not all sustainability performance indicators are systematically documented, requiring the development of a reporting system that comprehensively integrates environmental, social, and governance aspects. On the other hand, increasing synergy across work units and collaboration with external parties, such as business partners, communities, and regulators, is also a focus to expand the impact and effectiveness of sustainability programs. By overcoming these challenges, the Company is optimistic that it can manage its sustainability agenda in a more focused, measurable, and sustainable manner in the long term.



## Kinerja Keberlanjutan Sustainability Performance

### Mewujudkan Budaya Keberlanjutan Fostering a Culture of Sustainability

Penerapan prinsip keberlanjutan memberikan manfaat yang luas bagi berbagai pihak, mulai dari peningkatan kesejahteraan masyarakat, pelestarian budaya dan lingkungan, hingga penciptaan nilai jangka panjang bagi seluruh pemangku kepentingan. Sejalan dengan hal tersebut, JXB berkomitmen mengintegrasikan aspek keberlanjutan ke dalam setiap aktivitas operasionalnya. Komitmen ini diwujudkan melalui peningkatan efisiensi proses bisnis, pengembangan kompetensi sumber daya manusia secara profesional, penguatan tata kelola perusahaan, serta penyediaan layanan yang berkualitas dan bertanggung jawab di seluruh lini usaha.

Perusahaan juga menyadari bahwa penerapan keberlanjutan harus dilakukan secara konsisten dan berkelanjutan. Oleh karena itu, berbagai langkah strategis terus dilakukan, antara lain dengan mengoptimalkan efektivitas dan efisiensi operasional, meningkatkan pengelolaan SDM melalui program pelatihan dan pengembangan, memperkuat manajemen risiko, serta memastikan kualitas produk dan layanan tetap terjaga. Selain itu, Perusahaan turut menerapkan praktik operasional yang efisien, seperti pengelolaan limbah yang baik serta partisipasi aktif dalam kegiatan sosial dan lingkungan masyarakat.

Seluruh upaya tersebut dilaksanakan secara berkesinambungan melalui evaluasi dan perbaikan yang terus-menerus. Di samping itu, Perusahaan juga menanamkan nilai-nilai keberlanjutan kepada seluruh insan perusahaan sebagai bagian dari komitmen untuk memberikan kontribusi terbaik bagi lingkungan, masyarakat, dan pemangku kepentingan.

The application of sustainability principles provides broad benefits for various parties, ranging from improving community welfare, preserving culture and the environment, to creating long-term value for all stakeholders. In line with this, JXB is committed to integrating sustainability aspects into all of its operational activities. This commitment is realized through improving business process efficiency, developing professional human resource competencies, strengthening corporate governance, and providing quality and responsible services across all lines of business.

The company also recognizes that the implementation of sustainability must be carried out consistently and continuously. Therefore, various strategic steps continue to be taken, including optimizing operational effectiveness and efficiency, improving human resource management through training and development programs, strengthening risk management, and ensuring that product and service quality is maintained. In addition, the Company also implements efficient operational practices, such as proper waste management and active participation in social and environmental community activities.

All of these efforts are carried out continuously through ongoing evaluation and improvement. In addition, the Company also instills sustainability values in all of its employees as part of its commitment to making the best contribution to the environment, society, and stakeholders.

## Kinerja Ekonomi Economic Performance

### Komitmen dan Kebijakan Mengelola Kinerja Ekonomi Commitment and Policy on Managing Economic Performance

Sebagai wujud pelaksanaan tanggung jawab sosial, Perusahaan secara konsisten melibatkan masyarakat di sekitar wilayah operasional dalam aktivitas bisnisnya. Keterlibatan tersebut dilakukan antara lain melalui pemberdayaan tenaga kerja lokal, penggunaan pemasok dari daerah setempat, serta penyelenggaraan berbagai program pengembangan masyarakat. Upaya ini mencerminkan peran Perusahaan

As a manifestation of its social responsibility, the Company consistently involves the communities surrounding its operational areas in its business activities. This involvement is carried out through, among other things, the empowerment of local workers, the use of local suppliers, and the implementation of various community development programs. These efforts reflect the Company's role as an



sebagai penggerak ekonomi sekaligus pemberi manfaat nyata bagi komunitas di lingkungan operasionalnya.

Dalam pelaksanaannya, Perusahaan selalu menjunjung tinggi prinsip kesetaraan serta kepatuhan terhadap ketentuan peraturan yang berlaku. Hal ini diwujudkan melalui pemberian kesempatan kerja yang adil, transparan, serta prioritas bagi pelaku usaha lokal sebagai mitra. Selain itu, melalui pelaksanaan program CSR yang berkelanjutan, Perusahaan turut berkontribusi dalam meningkatkan kesejahteraan dan kemandirian masyarakat sekitar.

Di samping aspek sosial, kinerja ekonomi juga menjadi fokus penting dalam mendukung keberlanjutan usaha. Perusahaan berkomitmen untuk terus menciptakan nilai tambah ekonomi bagi seluruh pemangku kepentingan, sehingga dapat mendorong pertumbuhan ekonomi baik di tingkat regional maupun nasional.

economic driver and a provider of tangible benefits to the communities in its operational environment.

In its implementation, the Company always upholds the principles of equality and compliance with applicable regulations. This is realized through the provision of fair and transparent employment opportunities, as well as priority for local businesses as partners. In addition, through the implementation of sustainable CSR programs, the Company contributes to improving the welfare and independence of the surrounding community.

Apart from social aspects, economic performance is also an important focus in supporting business sustainability. The Company is committed to continuing to create economic added value for all stakeholders, thereby driving economic growth at both the regional and national levels.

## Perbandingan Kinerja dan Realisasi Perusahaan Comparison of Company Performance and Realization

Target kinerja Perusahaan pada tahun 2025 telah dituangkan dalam Rencana Kerja dan Anggaran (RKA) 2025 yang disusun dengan mempertimbangkan berbagai aspek strategis. Penyusunannya memperhatikan kondisi internal dan eksternal, peluang serta prospek usaha ke depan, strategi bisnis yang realistis, serta penerapan manajemen risiko yang terukur.

Dalam rangka mendukung pencapaian target tersebut, Perusahaan terus mendorong peningkatan efisiensi operasional dan keuangan melalui kebijakan strategis yang terencana. Selain itu, Perusahaan juga memperluas jangkauan pemasaran melalui berbagai saluran, antara lain situs resmi hotel, media sosial, serta program kampanye digital. Dalam pelaksanaannya, Perusahaan melakukan penyesuaian target secara berkala guna mengantisipasi dinamika bisnis dan potensi ketidakpastian yang dapat terjadi.

The Company's performance targets for 2025 have been outlined in the 2025 Work Plan and Budget (RKA), which was prepared taking into account various strategic aspects. Its preparation took into consideration internal and external conditions, future business opportunities and prospects, realistic business strategies, and the implementation of measurable risk management.

In order to support the achievement of these targets, the Company continues to encourage operational and financial efficiency improvements through planned strategic policies. In addition, the Company is also expanding its marketing reach through various channels, including the hotel's official website, social media, and digital campaign programs. In its implementation, the Company makes periodic adjustments to its targets in order to anticipate business dynamics and potential uncertainties that may arise.

| Uraian<br>Description                     | Realisasi 2025<br>Realization<br>2025 | RKAP 2025<br>(RKAP) 2025 | Realisasi<br>2024<br>Realization<br>2024 | % Capaian RKAP<br>%Achievement of<br>Budget (RKAP) | % Pertumbuhan<br>YoY<br>% Year-over-Year<br>Growth |
|-------------------------------------------|---------------------------------------|--------------------------|------------------------------------------|----------------------------------------------------|----------------------------------------------------|
| Pendapatan Kamar<br>Room Revenue          | 45.416                                | 63.872                   | 36.944                                   | 71,11%                                             | 22,93%                                             |
| Pendapatan F&B<br>Food & Beverage Revenue | 41.517                                | 59.128                   | 32.511                                   | 70,22%                                             | 27,70%                                             |
| Pendapatan Sewa<br>Rental Revenue         | 9.239                                 | 18.487                   | 6.657                                    | 49,98%                                             | 38,79%                                             |

| Uraian<br>Description                              | Realisasi 2025<br>Realization 2025 | RKAP 2025<br>(RKAP) 2025 | Realisasi 2024<br>Realization 2024 | % Capaian RKAP<br>% Achievement of Budget (RKAP) | % Pertumbuhan YoY<br>% Year-over-Year Growth |
|----------------------------------------------------|------------------------------------|--------------------------|------------------------------------|--------------------------------------------------|----------------------------------------------|
| Pendapatan Member<br>Membership Revenue            | 108                                | 526                      | 282                                | 20,60%                                           | (61,52%)                                     |
| Pendapatan Usaha Lainnya<br>Other Business Revenue | 82.807                             | 71.887                   | 20.856                             | 115,19%                                          | 297,03%                                      |
| Jumlah Pendapatan<br>Total Revenue                 | 179.088                            | 213.899                  | 97.250                             | 83,73%                                           | 84,15%                                       |

### Perbandingan Kinerja dan Realisan Kinerja yang Sejalan dengan Keuangan Berkelanjutan

#### Comparison of Performance and Performance Realization in Line with Sustainable Finance

Sebagai Badan Usaha Milik Daerah yang bergerak di bidang pariwisata, PT Jakarta Tourisindo (Perseroda) mulai mengarahkan kebijakan pengelolaan keuangannya dengan mengadopsi prinsip keuangan berkelanjutan. Inisiatif ini selaras dengan kebijakan pemerintah pusat dan daerah yang mendorong pembangunan ekonomi yang inklusif, berwawasan lingkungan, serta berorientasi pada keberlanjutan jangka panjang.

Perusahaan menyadari bahwa konsep keuangan berkelanjutan tidak semata berfokus pada pencapaian keuntungan, tetapi juga menuntut pertimbangan terhadap dampak sosial dan lingkungan dari setiap keputusan bisnis. Oleh karena itu, Perusahaan mulai melakukan pemetaan terhadap aktivitas operasional yang memberikan kontribusi pada aspek lingkungan dan sosial, sekaligus menetapkan prioritas alokasi anggaran bagi program yang mendukung efisiensi energi, pengelolaan limbah, serta pemberdayaan masyarakat.

Dalam penyusunan Rencana Kerja dan Anggaran Perusahaan (RKAP), unsur keberlanjutan kini menjadi salah satu landasan pertimbangan, terutama terkait pengembangan aset, renovasi fasilitas perhotelan, serta pelaksanaan kegiatan publik. Selain itu, Perusahaan juga mulai mengeksplorasi sumber pembiayaan alternatif, termasuk kerja sama dengan mitra strategis maupun skema investasi hijau, guna memperkuat pendanaan bagi program yang memberikan manfaat sosial dan lingkungan.

Meskipun implementasinya masih dalam tahap awal, penerapan keuangan berkelanjutan diharapkan dapat menjadi pijakan penting bagi terciptanya bisnis yang tangguh secara finansial sekaligus bertanggung jawab secara sosial dan lingkungan. Ke depan, Perusahaan akan terus meningkatkan kapasitas internal, menyempurnakan sistem pengukuran dampak, serta memperluas kolaborasi dengan para pemangku kepentingan guna mendukung agenda pembangunan berkelanjutan di Jakarta.

As a regionally-owned enterprise engaged in tourism, PT Jakarta Tourisindo (Perseroda) has begun to direct its financial management policies by adopting the principles of sustainable finance. This initiative is in line with central and regional government policies that encourage inclusive, environmentally-friendly economic development oriented towards long-term sustainability.

The company recognizes that the concept of sustainable finance does not solely focus on profit, but also requires consideration of the social and environmental impacts of every business decision. Therefore, the company has begun mapping operational activities that contribute to environmental and social aspects, while also prioritizing budget allocation for programs that support energy efficiency, waste management, and community empowerment.

In preparing the Company's Work Plan and Budget (RKAP), sustainability is now one of the considerations, especially in relation to asset development, hotel facility renovations, and the implementation of public activities. In addition, the Company has also begun to explore alternative sources of financing, including cooperation with strategic partners and green investment schemes, in order to strengthen funding for programs that provide social and environmental benefits.

Although its implementation is still in its early stages, the application of sustainable finance is expected to be an important stepping stone for creating a business that is financially resilient as well as socially and environmentally responsible. Going forward, the Company will continue to improve its internal capacity, refine its impact measurement system, and expand its collaboration with stakeholders to support the sustainable development agenda in Jakarta.



## Economic Values

Posisi keuangan konsolidasian Perusahaan per 31 Desember 2025 telah melalui proses audit oleh auditor independen, yaitu KAP McMillan Woods (Rama Wendra) dan Rekan, dengan hasil opini Wajar Tanpa Pengecualian.

The Company's consolidated financial position as of December 31, 2025 has been audited by independent auditors, namely KAP McMillan Woods (Rama Wendra) and Partners, with Unqualified Opinion.

Kinerja ekonomi Perusahaan selanjutnya dijabarkan dalam laporan keuangan konsolidasian yang telah diaudit tersebut. Informasi yang disajikan mencakup nilai ekonomi langsung yang berhasil diperoleh, nilai ekonomi yang disalurkan kepada para pemangku kepentingan, serta nilai ekonomi yang dipertahankan sebagai bagian dari keberlanjutan usaha Perusahaan.

The Company's economic performance is further described in the audited consolidated financial statements. The information presented includes the direct economic value generated, the economic value distributed to stakeholders, and the economic value retained as part of the Company's business continuity.

|                                                                           |                                                                                                                                                                                                                                                                                                        |
|---------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Nilai Ekonomi Langsung yang Dihasilkan<br>Direct Economic Value Generated | Pendapatan yang diperoleh dari hasil kegiatan bisnis perusahaan.<br>Revenue obtained from the Company's business activities.                                                                                                                                                                           |
| Nilai Ekonomi yang Didistribusikan<br>Economic Value Distributed          | Pengeluaran yang didistribusikan sebagai bentuk kontribusi perusahaan dalam meningkatkan laju pertumbuhan ekonomi dan kesejahteraan para pemangku kepentingan.<br>Expenditures distributed as a form of the Company's contribution to enhancing economic growth and the welfare of stakeholders.       |
| Nilai Ekonomi yang Ditahan<br>Economic Value Retained                     | Selisih antara nilai ekonomi yang dihasilkan dikurangi dengan nilai ekonomi yang didistribusikan, yang digunakan untuk pengembangan usaha perusahaan.<br>The difference between the economic value generated and the economic value distributed, which is used for the Company's business development. |

### Nilai-Nilai Ekonomi Perusahaan (2023-2025)

Economic Values of the Company (2023-2025)

dalam jutaan Rupiah | in Million IDR

| Uraian<br>Description                                                    | 2025           | 2024           | 2023             |
|--------------------------------------------------------------------------|----------------|----------------|------------------|
| <b>Nilai Ekonomi yang Dihasilkan<br/>Economic Value Generated</b>        |                |                |                  |
| Pendapatan Usaha<br>Operating Revenue                                    | 179.088        | 97.250         | 115.770          |
| Penghasilan Lain-lain – Bersih<br>Other income - Net                     | 3.144          | 4.540          | (21.643)         |
| <b>Jumlah Pendapatan<br/>Total Revenue</b>                               | <b>182.232</b> | <b>106.080</b> | <b>94.126</b>    |
| <b>Nilai Ekonomi yang Didistribusikan<br/>Economic Value Distributed</b> |                |                |                  |
| Beban Pokok Penjualan<br>Cost of Goods Sold                              | 105.988        | 53.463         | 94.898           |
| <b>Jumlah Beban Usaha<br/>Total Operating Expenses</b>                   | <b>105.853</b> | <b>102.919</b> | <b>(105.604)</b> |
| <b>Jumlah Pengeluaran<br/>Total Expenditures</b>                         | <b>211.841</b> | <b>156.382</b> | <b>(10.706)</b>  |



## Hubungan dengan Kemitraan

### Partnership Relationship

Perusahaan memiliki komitmen kuat untuk memastikan bahwa keberadaan kegiatan usahanya mampu membuka ruang bagi seluruh pihak untuk tumbuh bersama sekaligus menciptakan nilai ekonomi yang berkelanjutan. Dalam hal ini, Perusahaan memberikan kesempatan yang setara kepada berbagai pihak untuk menjadi vendor maupun mitra kontraktor atau pemasok, tanpa adanya praktik yang mempersulit, sepanjang seluruh persyaratan teknis dan kriteria yang telah ditetapkan dapat dipenuhi. Melalui pendekatan tersebut, Perusahaan berupaya menghadirkan dampak positif bagi mitra kerja, termasuk penerapan prinsip keberlanjutan seperti proses pengadaan yang transparan dan bebas dari praktik suap, penggunaan produk atau material yang ramah lingkungan, serta kemitraan yang menjunjung tinggi aspek sosial dan ketenagakerjaan.

Selain itu, Perusahaan terus mendorong terciptanya hubungan kemitraan yang harmonis dan saling mendukung dengan para pemasok guna menjaga kesinambungan rantai pasok, sekaligus memberikan nilai tambah bagi para pemangku kepentingan dan memperkuat ketahanan ekonomi nasional. Sebagai bagian dari kontribusi terhadap perekonomian kerakyatan, Perusahaan memprioritaskan pengadaan barang dan jasa dari penyedia lokal, khususnya yang berada di Indonesia, serta aktif menjalin kerja sama dengan pelaku Usaha Mikro, Kecil, dan Menengah (UMKM) untuk memperluas dan memperkuat struktur rantai pasokan.

The Company is strongly committed to ensuring that its business activities create opportunities for all parties to grow together while generating sustainable economic value. In this regard, the Company provides equal opportunities to various parties to become vendors, contractors, or suppliers, without any obstructive practices, as long as all technical requirements and criteria are met. Through this approach, the Company strives to have a positive impact on its partners, including the implementation of sustainability principles such as transparent and bribery-free procurement processes, the use of environmentally friendly products or materials, and partnerships that uphold social and employment aspects.

In addition, the Company continues to encourage the creation of harmonious and mutually supportive partnerships with suppliers in order to maintain the continuity of the supply chain, while providing added value to stakeholders and strengthening national economic resilience. As part of its contribution to the people's economy, the Company prioritizes the procurement of goods and services from local suppliers, especially those located in Indonesia, and actively collaborates with Micro, Small, and Medium Enterprises (MSMEs) to expand and strengthen the supply chain structure.

## Kinerja Lingkungan

### Environmental Performance

Perusahaan berkomitmen untuk menjalankan kegiatan usaha secara berkelanjutan dengan menempatkan aspek lingkungan sebagai salah satu prioritas utama. Komitmen tersebut diwujudkan melalui pengembangan kebijakan yang mendukung penerapan prinsip keberlanjutan di seluruh lini operasional, sehingga tercipta keseimbangan antara pencapaian kinerja ekonomi dan upaya pelestarian lingkungan.

Dalam pelaksanaannya, Perusahaan menerapkan prinsip efisiensi pada setiap aktivitas bisnis guna menekan potensi dampak negatif terhadap lingkungan. Seluruh kegiatan operasional dilaksanakan dengan mengacu pada ketentuan dan standar lingkungan yang berlaku, serta didukung oleh pemanfaatan teknologi yang lebih ramah lingkungan dalam proses kerja.

The Company is committed to conducting its business activities in a sustainable manner by placing environmental aspects as one of its top priorities. This commitment is realized through the development of policies that support the application of sustainability principles across all operational lines, thereby creating a balance between economic performance and environmental conservation efforts.

In practice, the Company applies the principle of efficiency in every business activity to minimize the potential negative impact on the environment. All operational activities are carried out in accordance with applicable environmental regulations and standards, and are supported by the use of more environmentally friendly technologies in the work process.



Selain itu, Perusahaan juga secara konsisten melakukan berbagai upaya perlindungan lingkungan dengan menghindari praktik usaha yang berpotensi menimbulkan pencemaran. Langkah-langkah pencegahan, pengendalian, dan pengelolaan risiko lingkungan dijalankan secara terstruktur dan berkelanjutan sebagai bentuk kontribusi nyata dalam menjaga kelestarian alam sekaligus mendukung kesejahteraan masyarakat di sekitar wilayah operasional.

In addition, the Company also consistently makes various efforts to protect the environment by avoiding business practices that have the potential to cause pollution. Environmental risk prevention, control, and management measures are carried out in a structured and sustainable manner as a tangible contribution to preserving nature while supporting the welfare of the communities surrounding the operational areas.

### **Komitmen dan Kebijakan Mengelola Kinerja Lingkungan**

#### **Commitment and Policy on Environmental Performance Management**

Perusahaan telah menjalankan beragam program pengelolaan lingkungan sepanjang tahun 2025 sebagai wujud komitmen untuk melindungi dan melestarikan kualitas lingkungan di sekitar area operasionalnya.

The company has implemented various environmental management programs throughout 2025 as a manifestation of its commitment to protecting and preserving the quality of the environment around its operational areas.

### **Material Ramah Lingkungan**

#### **Environmentally Friendly Materials**

Perusahaan mengoperasikan kegiatan usahanya di bidang perhotelan, pariwisata, ekonomi kreatif, serta penataan dan beautifikasi kota. Setiap lini usaha memiliki kebutuhan material yang berbeda, menyesuaikan karakteristik kegiatan dan proses operasional masing-masing unit. Pemenuhan kebutuhan bahan baku dilakukan secara mandiri oleh setiap unit usaha sesuai dengan kebutuhan operasionalnya.

The company operates in the fields of hospitality, tourism, creative economy, and urban planning and beautification. Each line of business has different material requirements, depending on the characteristics of each unit's activities and operational processes. Raw material requirements are fulfilled independently by each business unit in accordance with its operational needs.

Sebagian besar bahan baku utama pada tahun 2025 diperoleh dari pemasok dalam negeri, seperti bahan bakar minyak, kertas, dan perlengkapan alat tulis kantor. Adapun beberapa kebutuhan penunjang di sektor hospitality, khususnya pada unit perhotelan, masih dipenuhi melalui pengadaan impor. Untuk menjaga kualitas layanan, Perusahaan memastikan bahwa seluruh bahan baku yang digunakan telah memenuhi standar mutu dan spesifikasi yang ditetapkan. Selain itu, Perusahaan menerapkan sistem manajemen persediaan yang efektif guna menghindari kelebihan stok serta memastikan pengadaan dilakukan secara tepat sesuai kebutuhan aktual.

Most of the main raw materials in 2025 will be sourced from domestic suppliers, such as fuel oil, paper, and office stationery. Meanwhile, several supporting needs in the hospitality sector, particularly in the hotel unit, will still be met through imports. To maintain service quality, the Company ensures that all raw materials used meet the established quality standards and specifications. In addition, the Company implements an effective inventory management system to avoid excess stock and ensure that procurement is carried out appropriately according to actual needs.

Sebagai bentuk komitmen terhadap praktik bisnis berkelanjutan, Perusahaan mulai mengintegrasikan penggunaan material ramah lingkungan dan dapat didaur ulang, termasuk pemanfaatan lampu LED di unit usaha untuk meningkatkan efisiensi energi sekaligus menekan dampak lingkungan. Upaya efisiensi juga dilakukan melalui optimalisasi pemanfaatan material yang masih layak pakai, seperti penggunaan kembali kertas hasil daur ulang internal untuk kebutuhan operasional. Kebijakan ini tidak hanya mendukung pelestarian lingkungan, tetapi juga membantu meningkatkan efisiensi biaya, sehingga pengelolaan sumber daya dapat memberikan manfaat bagi Perusahaan sekaligus lingkungan secara berkelanjutan.

## Penggunaan Energi Energy Usage

Perusahaan memandang transisi energi sebagai salah satu elemen penting dalam mendukung strategi keberlanjutan jangka panjang. Hingga saat ini, kebutuhan energi operasional masih didominasi oleh sumber energi konvensional, seperti listrik, bahan bakar minyak (solar), Liquefied Petroleum Gas (LPG), dan Liquefied Natural Gas (LNG). Oleh karena itu, Perusahaan secara bertahap melakukan kajian serta eksplorasi peluang pemanfaatan energi terbarukan yang lebih ramah lingkungan.

Sejalan dengan upaya tersebut, Perusahaan juga telah menerapkan berbagai inisiatif efisiensi energi dalam kegiatan operasional, baik pada proses inti maupun aktivitas pendukung. Langkah-langkah yang dilakukan antara lain penggantian bertahap peralatan dengan konsumsi energi tinggi menjadi teknologi yang lebih hemat daya, serta pelaksanaan pemantauan rutin terhadap penggunaan energi. Upaya ini tidak hanya bertujuan menekan biaya operasional, tetapi juga mendukung pengurangan emisi dan jejak karbon Perusahaan secara berkelanjutan.

As a form of commitment to sustainable business practices, the Company has begun to integrate the use of environmentally friendly and recyclable materials, including the use of LED lights in business units to improve energy efficiency while reducing environmental impact. Efficiency efforts are also carried out through the optimization of the use of materials that are still usable, such as the reuse of internally recycled paper for operational needs. This policy not only supports environmental preservation, but also helps improve cost efficiency, so that resource management can provide benefits for the Company and the environment in a sustainable manner.

The company views energy transition as one of the key elements in supporting its long-term sustainability strategy. To date, operational energy needs are still dominated by conventional energy sources, such as electricity, fuel oil (diesel), Liquefied Petroleum Gas (LPG), and Liquefied Natural Gas (LNG). Therefore, the Company is gradually conducting studies and exploring opportunities to utilize more environmentally friendly renewable energy.

In line with these efforts, the Company has also implemented various energy efficiency initiatives in its operational activities, both in core processes and supporting activities. The steps taken include the gradual replacement of high energy consumption equipment with more energy-efficient technology, as well as the implementation of routine monitoring of energy use. These efforts are not only aimed at reducing operational costs, but also support the Company's sustainable reduction of emissions and carbon footprint.

## Penggunaan Listrik Electricity Usage

Perusahaan mengidentifikasi bahwa kebutuhan energi terbesar dalam mendukung operasional seluruh unit usaha bersumber dari penggunaan listrik yang pasok oleh Perusahaan Listrik Negara (PLN). Mengingat energi listrik memiliki peranan krusial dalam menjaga kelancaran layanan, Perusahaan telah melakukan langkah antisipatif untuk menghadapi potensi gangguan pasokan listrik dengan menyediakan generator set (genset) pada setiap lokasi hotel serta unit usaha lainnya.

The company has identified that the greatest energy requirement in supporting the operations of all business units comes from the use of electricity supplied by the State Electricity Company (PLN). Given that electrical energy plays a crucial role in maintaining smooth service, the company has taken anticipatory measures to deal with potential power outages by providing generator sets (gensets) at each hotel location and other business units.



Genset tersebut berfungsi sebagai sumber listrik cadangan yang dapat beroperasi secara otomatis dalam waktu kurang dari 10 detik setelah terjadi pemadaman. Kapasitas genset di masing-masing lokasi telah disesuaikan dengan kebutuhan operasional setempat guna memastikan kegiatan usaha tetap berjalan tanpa gangguan.

Upaya ini merupakan bagian dari strategi mitigasi risiko operasional sekaligus mencerminkan komitmen Perusahaan dalam menjaga keandalan layanan serta menjamin keberlangsungan operasional secara berkesinambungan.

### Penggunaan Air Water Usage

Perusahaan menyadari bahwa ketersediaan air bersih merupakan sumber daya yang sangat penting dalam mendukung kegiatan operasional, khususnya pada sektor perhotelan serta fasilitas pendukung lainnya. Oleh karena itu, dalam upaya mendukung prinsip keberlanjutan dan efisiensi operasional, Perusahaan menerapkan kebijakan pengelolaan air secara bertanggung jawab dengan menitikberatkan pada efisiensi penggunaan serta menjaga kualitas air.

Sebagai wujud komitmen terhadap keberlanjutan, pengelolaan sumber daya air dilakukan dengan mempertimbangkan kebutuhan operasional, standar kualitas air yang dibutuhkan, serta dampaknya terhadap lingkungan. Berbagai langkah telah diterapkan, antara lain pengendalian konsumsi air, penerapan penggunaan air secara efisien, serta pelaksanaan program daur ulang guna mengoptimalkan pemanfaatan sumber daya tersebut.

Pasokan air yang digunakan Perusahaan berasal dari layanan air minum daerah yang menjamin ketersediaan air bersih sesuai dengan standar kesehatan yang berlaku. Perusahaan secara konsisten berupaya menjaga keberlanjutan sumber daya air dengan memastikan pemanfaatannya tetap selaras dengan kebutuhan operasional dan prinsip kelestarian lingkungan.

Selain itu, sebagai bagian dari praktik operasional berkelanjutan, Perusahaan juga mengelola air limbah yang dihasilkan dari aktivitas sehari-hari secara sistematis. Pengelolaan dilakukan dengan menyalurkan air limbah ke fasilitas pengolahan yang dilengkapi dengan sistem pengolahan khusus.

Fasilitas tersebut dirancang untuk memastikan air limbah yang dihasilkan telah memenuhi standar kualitas lingkungan sebelum dibuang atau dimanfaatkan kembali. Melalui langkah ini, Perusahaan terus berkomitmen meminimalkan dampak lingkungan serta menerapkan pengelolaan air limbah secara bertanggung jawab dan berkelanjutan.

These gensets serve as backup power sources that can operate automatically in less than 10 seconds after a power outage. The capacity of the gensets at each location has been adjusted to local operational needs to ensure that business activities continue without interruption.

This effort is part of the Company's operational risk mitigation strategy and reflects its commitment to maintaining service reliability and ensuring continuous operational sustainability.

The Company recognizes that the availability of clean water is a very important resource in supporting operational activities, particularly in the hospitality sector and other supporting facilities. Therefore, in an effort to support the principles of sustainability and operational efficiency, the Company implements a responsible water management policy with an emphasis on efficient use and maintaining water quality.

As a manifestation of its commitment to sustainability, water resource management is carried out by considering operational needs, required water quality standards, and the impact on the environment. Various measures have been implemented, including controlling water consumption, applying efficient water use, and implementing recycling programs to optimize the utilization of these resources.

The Company's water supply comes from regional drinking water services that guarantee the availability of clean water in accordance with applicable health standards. The Company consistently strives to maintain the sustainability of water resources by ensuring that their use remains in line with operational needs and environmental sustainability principles.

In addition, as part of its sustainable operational practices, the Company also systematically manages wastewater generated from its daily activities. Management is carried out by channeling wastewater to treatment facilities equipped with special treatment systems.

These facilities are designed to ensure that the wastewater produced meets environmental quality standards before being discharged or reused. Through this measure, the Company remains committed to minimizing its environmental impact and implementing responsible and sustainable wastewater management.

## Pengelolaan Emisi

### Emissions Management

Dalam menjalankan kegiatan operasionalnya, Perusahaan menghasilkan emisi yang berasal dari berbagai sumber, antara lain penggunaan bahan bakar kendaraan operasional, pemanfaatan energi pada peralatan tetap, konsumsi listrik, serta aktivitas pendukung lainnya. Oleh karena itu, Perusahaan secara konsisten melakukan pemantauan dan pengelolaan emisi guna menekan potensi dampak negatif terhadap lingkungan.

Pengendalian emisi merupakan bagian penting dari komitmen Perusahaan dalam menjaga kelestarian lingkungan, khususnya pada sektor perhotelan. Perusahaan terus berupaya mengoptimalkan langkah-langkah pengelolaan emisi dengan tujuan menciptakan lingkungan yang bersih, sehat, dan nyaman. Upaya ini tidak hanya mendukung kelancaran operasional dan kenyamanan pemangku kepentingan, tetapi juga berperan dalam menjaga keseimbangan ekosistem di sekitar area kegiatan usaha.

Dalam rangka mengurangi dampak lingkungan, Perusahaan memprioritaskan efisiensi penggunaan energi, baik pada operasional kendaraan maupun pemanfaatan listrik di berbagai fasilitas. Selain itu, Perusahaan secara berkala melakukan pengujian emisi gas buang kendaraan operasional untuk memastikan kesesuaiannya dengan standar lingkungan yang berlaku. Kendaraan yang tidak memenuhi ketentuan emisi akan dihentikan penggunaannya hingga memenuhi persyaratan yang ditetapkan.

Melalui berbagai inisiatif tersebut, Perusahaan menunjukkan komitmennya dalam mengendalikan emisi agar tetap berada dalam batas aman, sehingga dapat mendukung terciptanya lingkungan yang lebih bersih, hijau, dan nyaman bagi seluruh pemangku kepentingan serta lingkungan sekitar.

In carrying out its operational activities, the Company generates emissions from various sources, including the use of fuel for operational vehicles, energy consumption in fixed equipment, electricity consumption, and other supporting activities. Therefore, the Company consistently monitors and manages emissions to reduce the potential negative impact on the environment.

Emission control is an important part of the Company's commitment to preserving the environment, particularly in the hospitality sector. The Company continues to optimize its emission management measures with the aim of creating a clean, healthy, and comfortable environment. These efforts not only support smooth operations and the comfort of stakeholders, but also play a role in maintaining the balance of the ecosystem around the business area.

In order to reduce its environmental impact, the Company prioritizes energy efficiency, both in vehicle operations and in the use of electricity in various facilities. In addition, the Company regularly conducts exhaust emission tests on operational vehicles to ensure compliance with applicable environmental standards. Vehicles that do not meet emission requirements will be taken out of service until they meet the specified requirements.

Through these various initiatives, the Company demonstrates its commitment to controlling emissions so that they remain within safe limits, thereby supporting the creation of a cleaner, greener, and more comfortable environment for all stakeholders and the surrounding community.



## Pengelolaan Limbah

### Waste Management



### Volume Sampah

#### Waste Volume



Aktivitas operasional di seluruh unit usaha Perusahaan menghasilkan berbagai jenis limbah, meliputi limbah perkantoran seperti kertas dan plastik, limbah kantin berupa sisa makanan, limbah kawasan seperti daun gugur dan hasil pemangkasan tanaman, serta limbah yang tergolong bahan berbahaya dan beracun (B3). Sebagian limbah tersebut masih

Operational activities across all of the Company's business units generate various types of waste, including office waste such as paper and plastic, canteen waste in the form of food scraps, area waste such as fallen leaves and plant trimmings, and waste classified as hazardous and toxic (B3). Some of this waste still has the potential to be reused as part of

memiliki potensi untuk dimanfaatkan kembali sebagai bagian dari upaya keberlanjutan, antara lain melalui pengolahan limbah organik menjadi kompos serta pengelolaan sampah melalui program bank sampah.

Sementara itu, limbah yang tidak dapat didaur ulang ditangani dengan cara dibuang ke fasilitas pembuangan akhir sesuai dengan ketentuan dan regulasi yang berlaku.

Total volume limbah yang dihasilkan berasal dari operasional tujuh hotel yang dikelola Perusahaan, yaitu Grand Cempaka Business Hotel, Grand Cempaka Resort & Convention, D'Arcici Al Hijra, D'Arcici Sunter, D'Arcici Plumpang, C'One Cempaka Putih, dan C'One Pulomas.

sustainability efforts, including through the processing of organic waste into compost and waste management through a waste bank program.

Meanwhile, waste that cannot be recycled is disposed of in final disposal facilities in accordance with applicable rules and regulations.

The total volume of waste generated comes from the operations of seven hotels managed by the Company, namely Grand Cempaka Business Hotel, Grand Cempaka Resort & Convention, D'Arcici Al Hijra, D'Arcici Sunter, D'Arcici Plumpang, C'One Cempaka Putih, and C'One Pulomas.

### **Mekanisme Pengelolaan dan Pengolahan Sampah** **Waste Management Mechanism**

JXB memiliki komitmen kuat dalam menjaga kualitas lingkungan serta menekan dampak operasional terhadap ekosistem. Upaya yang dilakukan mencakup peningkatan efisiensi penggunaan sumber daya, pemanfaatan bahan yang lebih ramah lingkungan, serta pengurangan penggunaan material yang berpotensi merusak lingkungan. Pengelolaan limbah, baik padat maupun cair, dilaksanakan secara terstruktur dengan mengacu pada standar operasional yang jelas dan terukur.

Dalam pelaksanaannya, Perusahaan menerapkan prinsip 3R (*Reduce, Reuse, Recycle*) pada seluruh rantai operasional, mulai dari tahap awal hingga akhir proses. Sebagai bentuk dukungan terhadap kebijakan tersebut, JXB menyediakan fasilitas tempat sampah yang memadai di seluruh area operasional. Tempat sampah ini dirancang tidak hanya sebagai sarana pembuangan, tetapi juga untuk memisahkan jenis sampah berdasarkan kategori, yaitu organik, nonorganik, dan limbah B3, sehingga memudahkan proses pengolahan dan daur ulang oleh pihak pengelola.

Adapun sampah residu yang tidak memiliki potensi daur ulang dikelola melalui layanan pengangkutan sampah yang dilakukan secara rutin setiap hari, untuk selanjutnya diproses di fasilitas pengelolaan sampah di luar area operasional atau di Tempat Pengelolaan Sampah Terpadu (TPS).

Selain itu, JXB memastikan bahwa penanganan limbah Bahan Berbahaya dan Beracun (B3) dilakukan sesuai dengan ketentuan Peraturan Pemerintah No. 101 Tahun 2014. Dalam pengelolaannya, Perusahaan bekerja sama dengan pihak ketiga yang memiliki izin resmi untuk mengangkut dan mengolah limbah B3 secara berkala, yaitu dua kali dalam satu tahun, sesuai prosedur yang berlaku.

JXB is strongly committed to maintaining environmental quality and minimizing the impact of its operations on the ecosystem. Efforts include improving resource efficiency, utilizing more environmentally friendly materials, and reducing the use of materials that have the potential to damage the environment. Solid and liquid waste management is carried out in a structured manner with reference to clear and measurable operational standards.

In its implementation, the Company applies the 3R (*Reduce, Reuse, Recycle*) principle throughout the entire operational chain, from the initial stage to the end of the process. In support of this policy, JXB provides adequate waste bins throughout its operational areas. These bins are designed not only as a means of disposal, but also to separate waste by category, namely organic, non-organic, and hazardous waste, thereby facilitating the processing and recycling process by the management.

Residual waste that cannot be recycled is managed through a daily waste transportation service, which is then processed at waste management facilities outside the operational area or at an Integrated Waste Management Facility (TPS).

In addition, JXB ensures that the handling of Hazardous and Toxic Materials (B3) is carried out in accordance with the provisions of Government Regulation No. 101 of 2014. In its management, the Company collaborates with third parties that have official permits to transport and process B3 waste periodically, namely twice a year, in accordance with applicable procedures.





## Program Pelestarian Keanekaragaman Hayati Biodiversity Conservation Program

Perusahaan memiliki komitmen untuk memastikan bahwa seluruh kegiatan operasional tidak menimbulkan dampak negatif terhadap keanekaragaman hayati di sekitar wilayah operasional. Dalam menjalankan aktivitas usaha, Perusahaan senantiasa berupaya mengurangi potensi gangguan terhadap keseimbangan ekosistem setempat.

Sebagai bagian dari upaya menjaga kelestarian lingkungan, Perusahaan mengelola ruang terbuka hijau di area hotel dan kawasan operasional secara terencana dan berkelanjutan. Pengelolaan tersebut mencakup penataan, pemeliharaan, serta pengembangan area hijau guna mendukung pelestarian keanekaragaman hayati di lingkungan sekitar.

Keberadaan pepohonan di ruang terbuka hijau memberikan berbagai manfaat ekologis, antara lain membantu penyerapan karbon, meningkatkan kualitas udara, menekan dampak polusi, serta menjaga kemampuan tanah dalam menyerap air dan mempertahankan kesuburannya. Di samping fungsi lingkungan, area hijau juga memberikan nilai tambah berupa kenyamanan bagi pengunjung dan pengguna fasilitas, sehingga tercipta suasana yang lebih sehat, asri, dan ramah lingkungan.

The Company is committed to ensuring that all operational activities do not have a negative impact on biodiversity in the surrounding operational areas. In carrying out its business activities, the Company constantly strives to reduce the potential for disruption to the local ecosystem balance.

As part of its efforts to preserve the environment, the Company manages green open spaces in hotel areas and operational areas in a planned and sustainable manner. This management includes the arrangement, maintenance, and development of green areas to support the preservation of biodiversity in the surrounding environment.

The presence of trees in green open spaces provides various ecological benefits, including helping to absorb carbon, improving air quality, reducing the impact of pollution, and maintaining the soil's ability to absorb water and retain its fertility. In addition to its environmental function, green areas also provide added value in the form of comfort for visitors and facility users, creating a healthier, more beautiful, and environmentally friendly atmosphere.

## Usaha Konservasi Conservation Efforts

Perusahaan memandang bahwa upaya konservasi lingkungan merupakan elemen penting dalam menjaga keberlanjutan usaha dalam jangka panjang. Sebagai bentuk komitmen terhadap pelestarian lingkungan, Perusahaan secara konsisten melaksanakan kegiatan penanaman pohon di area kantor maupun lingkungan hotel.

Pelaksanaan penanaman dilakukan dengan memperhatikan aspek keberlanjutan serta kenyamanan lingkungan sekitar. Pohon-pohon yang ditanam ditata secara terencana agar dapat tumbuh dengan baik dan menciptakan suasana yang hijau dan asri. Selain itu, Perusahaan juga melakukan pemantauan dan perawatan secara berkala guna memastikan kondisi pohon tetap sehat dan aman.

Kegiatan pemeriksaan rutin dilakukan untuk mengantisipasi potensi risiko, seperti pohon tumbang akibat faktor alam, termasuk kondisi akar yang melemah, curah hujan tinggi, maupun terpaan angin kencang. Melalui langkah ini, Perusahaan tidak hanya berkontribusi dalam menjaga kelestarian lingkungan, tetapi juga menghadirkan ruang yang nyaman serta mendukung peningkatan kualitas udara di sekitar area operasional.

The Company considers environmental conservation efforts to be an important element in maintaining long-term business sustainability. As a form of commitment to environmental preservation, the Company consistently carries out tree planting activities in office areas and hotel environments.

Tree planting is carried out with consideration for sustainability and the comfort of the surrounding environment. The trees are planted in a planned manner so that they can grow well and create a green and beautiful atmosphere. In addition, the Company also conducts regular monitoring and maintenance to ensure that the trees remain healthy and safe.

Routine inspections are carried out to anticipate potential risks, such as trees falling due to natural factors, including weakened roots, high rainfall, and strong winds. Through these measures, the Company not only contributes to environmental preservation, but also provides a comfortable space and supports improved air quality in the surrounding operational area.

## Kepatuhan dan Pengaduan Terkait Lingkungan

### Environmental Compliance and Reporting

PT Jakarta Tourisindo (Perseroda) tidak menerima keluhan maupun pengaduan dari masyarakat, pelanggan, ataupun pemangku kepentingan lainnya terkait dampak lingkungan yang ditimbulkan dari kegiatan operasional Perusahaan sepanjang tahun 2025. Kondisi ini menunjukkan komitmen Perusahaan dalam menjaga kepatuhan terhadap regulasi lingkungan serta konsistensi dalam menerapkan praktik operasional yang bertanggung jawab dan berwawasan lingkungan.

Perusahaan secara berkelanjutan melakukan pemantauan dan pengelolaan terhadap potensi dampak lingkungan yang dapat timbul dari aktivitas usaha, termasuk dalam pengelolaan limbah, penggunaan energi, serta pemanfaatan ruang publik. Langkah-langkah tersebut dilakukan secara preventif guna menekan risiko lingkungan sekaligus menjaga hubungan yang harmonis dengan lingkungan sekitar.

Ke depan, Perusahaan akan terus memperkuat budaya kepedulian lingkungan di seluruh unit operasional serta tetap membuka ruang komunikasi dan menerima masukan dari masyarakat maupun pemangku kepentingan sebagai bagian dari komitmen terhadap keberlanjutan jangka panjang.

PT Jakarta Tourisindo (Perseroda) has not received any complaints or reports from the public, customers, or other stakeholders regarding the environmental impact of the Company's operational activities throughout 2025. This demonstrates the Company's commitment to maintaining compliance with environmental regulations and consistency in implementing responsible and environmentally-friendly operational practices.

The Company continuously monitors and manages the potential environmental impacts that may arise from its business activities, including waste management, energy use, and the utilization of public spaces. These measures are taken preventively to reduce environmental risks while maintaining harmonious relations with the surrounding environment.

Going forward, the Company will continue to strengthen its culture of environmental awareness across all operational units and remain open to communication and feedback from the community and stakeholders as part of its commitment to long-term sustainability.

## Kinerja Sosial

### Social Performance

Perusahaan memahami bahwa keberlanjutan operasionalnya sangat dipengaruhi oleh kemampuan dalam memenuhi harapan dan kepentingan para pemangku kepentingan. Setiap aktivitas yang dijalankan tidak hanya menghasilkan manfaat, tetapi juga menimbulkan dampak yang turut menentukan kualitas hubungan dengan para pemangku kepentingan. Oleh karena itu, Perusahaan senantiasa berupaya membangun relasi yang selaras, konstruktif, dan saling memberikan nilai tambah. Hubungan yang terjaga dengan baik tersebut diharapkan mampu menciptakan stabilitas dalam kegiatan usaha, sekaligus mendorong peningkatan kinerja Perusahaan secara berkelanjutan serta memberikan manfaat yang optimal bagi seluruh pihak terkait.

The Company understands that its operational sustainability is greatly influenced by its ability to meet the expectations and interests of its stakeholders. Every activity carried out not only generates benefits, but also has an impact that determines the quality of relationships with stakeholders. Therefore, the Company constantly strives to build harmonious, constructive, and mutually beneficial relationships. It is hoped that these well-maintained relationships will create stability in business activities, while encouraging continuous improvement in the Company's performance and providing optimal benefits for all parties involved.



## Komitmen dan Kebijakan Mengelola Kinerja Sosial dan Komitmen Memberikan Layanan Setara

### Commitment and Policy to Manage Social Performance and Commitment to Provide Equal Services

PT JXB memiliki komitmen yang kuat dalam mengelola kinerja sosial sebagai bagian integral dari praktik bisnis yang berkelanjutan. Perusahaan meyakini bahwa keberhasilan operasional tidak hanya diukur dari aspek finansial, tetapi juga dari kemampuan dalam menciptakan dampak positif bagi masyarakat dan para pemangku kepentingan. Oleh karena itu, JXB secara konsisten mengintegrasikan aspek sosial dalam setiap kebijakan dan kegiatan usaha, termasuk melalui program tanggung jawab sosial, pengelolaan hubungan dengan masyarakat, serta penerapan praktik kerja yang beretika dan bertanggung jawab.

Dalam pelaksanaannya, pengelolaan kinerja sosial dilakukan melalui pendekatan yang sistematis dan partisipatif. Perusahaan secara aktif melakukan identifikasi isu sosial, menjalin komunikasi dengan pemangku kepentingan, serta mengevaluasi dampak sosial dari kegiatan operasional secara berkala. Langkah ini bertujuan untuk memastikan bahwa setiap aktivitas usaha selaras dengan kebutuhan masyarakat serta mampu mendukung peningkatan kesejahteraan secara berkelanjutan.

Sejalan dengan komitmen tersebut, JXB juga menjunjung tinggi prinsip kesetaraan dalam memberikan layanan kepada seluruh pelanggan dan pemangku kepentingan. Perusahaan memastikan bahwa setiap individu memperoleh akses yang sama terhadap produk dan layanan tanpa adanya diskriminasi berdasarkan latar belakang sosial, ekonomi, gender, agama, maupun faktor lainnya. Prinsip layanan setara ini diterapkan melalui standar pelayanan yang jelas, transparan, dan berorientasi pada kepuasan pelanggan.

Melalui komitmen terhadap pengelolaan kinerja sosial dan penyediaan layanan yang inklusif, JXB berupaya membangun kepercayaan serta hubungan jangka panjang dengan masyarakat dan pelanggan. Perusahaan meyakini bahwa praktik bisnis yang adil, bertanggung jawab, dan berkelanjutan akan memperkuat reputasi sekaligus mendukung pertumbuhan usaha yang berkesinambungan.

## Ketenagakerjaan Employment

Jumlah sumber daya manusia (SDM) yang tercatat sebagai bagian dari Perusahaan pada tahun 2025 mencapai 385 orang. Seluruh karyawan tersebut telah memberikan kontribusi optimal dalam mendukung keberlangsungan operasional serta pengembangan usaha Perusahaan.

PT JXB is strongly committed to managing social performance as an integral part of its sustainable business practices. The company believes that operational success is not only measured by financial aspects, but also by its ability to create a positive impact on the community and stakeholders. Therefore, JXB consistently integrates social aspects into every policy and business activity, including through social responsibility programs, community relations management, and the implementation of ethical and responsible work practices.

In practice, social performance management is carried out through a systematic and participatory approach. The company actively identifies social issues, establishes communication with stakeholders, and periodically evaluates the social impact of its operational activities. This step aims to ensure that every business activity is in line with the needs of the community and is able to support sustainable welfare improvement.

In line with this commitment, JXB also upholds the principle of equality in providing services to all customers and stakeholders. The company ensures that every individual has equal access to products and services without discrimination based on social, economic, gender, religious, or other factors. This principle of equal service is implemented through clear, transparent, and customer satisfaction-oriented service standards.

Through its commitment to social performance management and the provision of inclusive services, JXB strives to build trust and long-term relationships with the community and its customers. The company believes that fair, responsible, and sustainable business practices will strengthen its reputation while supporting sustainable business growth.

The number of human resources (HR) registered as part of the Company in 2025 reached 385 people. All of these employees have made optimal contributions in supporting the Company's operational sustainability and business development.

Bagi Perusahaan, SDM dipandang bukan hanya sebagai mitra strategis, melainkan juga sebagai aset utama yang berperan penting dalam pencapaian target dan pertumbuhan bisnis yang berkelanjutan. Oleh karena itu, Perusahaan senantiasa berupaya menciptakan lingkungan kerja yang aman, sehat, dan kondusif, sekaligus memberikan perlindungan yang memadai bagi seluruh karyawan. Upaya ini diharapkan dapat mendorong peningkatan produktivitas serta kualitas kinerja secara berkelanjutan.

### **Kesetaraan dan Keberagaman** Equity and Diversity

Perusahaan memiliki komitmen kuat dalam menjunjung tinggi prinsip kesetaraan dan nondiskriminasi di seluruh aspek operasional, termasuk dalam proses perekrutan tenaga kerja. Keberagaman yang mencakup perbedaan etnis, gender, agama, tingkat pendidikan, pengalaman, karakter, serta latar belakang lainnya dipandang sebagai nilai positif yang memperkaya budaya kerja Perusahaan.

Selain itu, Perusahaan terus mendorong terciptanya suasana kerja yang inklusif, harmonis, dan saling menghargai, sehingga setiap karyawan dapat merasa dihargai serta berpartisipasi secara optimal dalam kolaborasi untuk mencapai tujuan bersama. Melalui penerapan prinsip tersebut, Perusahaan dengan bangga melaporkan bahwa selama periode pelaporan tidak terdapat kasus maupun laporan terkait tindakan diskriminasi.

### **Tenaga Kerja Anak dan Tenaga Kerja Paksa** Child Labor and Forced Labor

JXB menegaskan komitmennya untuk menolak segala bentuk praktik yang berkaitan dengan penggunaan tenaga kerja anak maupun kerja paksa. Sebagai wujud perlindungan terhadap hak-hak pekerja, Perusahaan menetapkan kebijakan yang jelas terkait batas usia minimum karyawan serta pengaturan jam kerja yang sesuai ketentuan.

Berdasarkan Peraturan Perusahaan dan peraturan perundang-undangan yang berlaku, usia minimum untuk dapat bekerja di lingkungan Perusahaan adalah 18 tahun. Perusahaan juga memastikan tidak terdapat pekerja di bawah umur maupun praktik kerja paksa, yang dibuktikan melalui dokumen Peraturan Perusahaan yang wajib dipahami dan ditandatangani oleh setiap karyawan sebelum mulai bekerja.

For the Company, HR is viewed not only as a strategic partner, but also as a key asset that plays an important role in achieving targets and sustainable business growth. Therefore, the Company continuously strives to create a safe, healthy, and conducive work environment, while providing adequate protection for all employees. These efforts are expected to encourage continuous improvement in productivity and performance quality.

The Company is strongly committed to upholding the principles of equality and non-discrimination in all aspects of its operations, including in the recruitment process. Diversity, which includes differences in ethnicity, gender, religion, education level, experience, character, and other backgrounds, is viewed as a positive value that enriches the Company's work culture.

In addition, the Company continues to encourage the creation of an inclusive, harmonious, and mutually respectful work environment, so that every employee can feel valued and participate optimally in collaboration to achieve common goals. Through the application of these principles, the Company is proud to report that during the reporting period there were no cases or reports of discrimination.

JXB affirms its commitment to rejecting all forms of practices related to the use of child labor and forced labor. As a form of protection for workers' rights, the Company has established clear policies regarding the minimum age of employees and working hours in accordance with regulations.

Based on Company Regulations and applicable laws and regulations, the minimum age for employment at the Company is 18 years old. The Company also ensures that there are no underage workers or forced labor practices, as evidenced by the Company Regulations document that must be understood and signed by every employee before starting work.

Selain itu, Perusahaan menerapkan ketentuan jam kerja yang terstruktur, yaitu 8 jam per hari dan 40 jam per minggu untuk sistem 5 hari kerja, atau skema 6 hari kerja dalam satu minggu. Karyawan juga memperoleh waktu istirahat sesuai aturan yang berlaku. Khusus pada unit usaha perhotelan, diterapkan sistem kerja bergilir (*shift*) yang disesuaikan dengan kebutuhan operasional. Apabila terdapat kelebihan jam kerja, maka akan diperhitungkan sebagai lembur dengan pemberian kompensasi sesuai ketentuan, sehingga hak-hak karyawan tetap terlindungi.

### Remunerasi dan Hak Karyawan Compensation and Employee Rights

JXB memiliki komitmen untuk memberikan penghargaan yang layak kepada seluruh karyawan melalui sistem remunerasi yang adil dan kompetitif. Pemberian imbalan jasa dilakukan dengan mengacu pada ketentuan yang berlaku serta mempertimbangkan kondisi dan kemampuan finansial Perusahaan. Bagi karyawan pada tingkat jabatan terendah, Perusahaan memastikan bahwa upah yang diberikan setidaknya setara atau lebih tinggi dari upah minimum regional yang berlaku, tanpa membedakan berdasarkan gender.

Selain aspek remunerasi, Perusahaan juga menjunjung tinggi pemenuhan hak-hak karyawan, termasuk dalam pemberian hak cuti sesuai peraturan ketenagakerjaan. Hak cuti tersebut meliputi cuti tahunan sekurang-kurangnya 12 hari kerja setelah masa kerja 12 bulan berturut-turut, cuti melahirkan selama 90 hari kalender bagi karyawan perempuan, serta cuti duka minimal 2 hari kerja bagi karyawan yang mengalami musibah keluarga.

Sebagai bentuk dukungan terhadap kesejahteraan karyawan perempuan, khususnya ibu menyusui, Perusahaan juga menyediakan waktu khusus untuk kegiatan laktasi selama jam kerja. Kebijakan ini merupakan bagian dari upaya Perusahaan dalam menciptakan lingkungan kerja yang peduli, inklusif, dan mendukung keseimbangan antara kehidupan kerja dan keluarga.

In addition, the Company implements structured working hour provisions, namely 8 hours per day and 40 hours per week for a 5-day work week, or a 6-day work week scheme. Employees also receive breaks in accordance with applicable regulations. Specifically in the hospitality business unit, a shift system is implemented in accordance with operational needs. If there are excess working hours, they will be calculated as overtime with compensation in accordance with the provisions, so that the rights of employees remain protected.

JXB is committed to providing fair compensation to all employees through a fair and competitive remuneration system. Compensation is provided in accordance with applicable regulations and taking into account the Company's financial condition and capabilities. For employees at the lowest level, the Company ensures that the wages provided are at least equal to or higher than the applicable regional minimum wage, without discrimination based on gender.

In addition to remuneration, the Company also upholds the fulfillment of employee rights, including the provision of leave in accordance with labor regulations. These leave entitlements include at least 12 working days of annual leave after 12 consecutive months of service, 90 calendar days of maternity leave for female employees, and a minimum of 2 working days of bereavement leave for employees who experience a family tragedy.

As a form of support for the welfare of female employees, especially nursing mothers, the Company also provides special time for lactation activities during working hours. This policy is part of the Company's efforts to create a caring, inclusive, and supportive work environment that balances work and family life.

### Keselamatan dan Kesehatan Kerja Occupational Health and Safety

Perusahaan menyadari bahwa penerapan keselamatan dan kesehatan kerja (K3) merupakan faktor penting dalam mendukung kelancaran dan keberhasilan operasional. Di lingkungan kerja, terdapat berbagai potensi risiko yang perlu diantisipasi, seperti kemungkinan terjadinya kecelakaan kerja saat beraktivitas maupun dalam penggunaan peralatan. Risiko tersebut kerap dipengaruhi oleh kurang optimalnya penerapan prinsip 5R (Ringkas, Rapi, Resik, Rawat, dan Rajin) serta keterbatasan pemahaman terhadap penggunaan

The company realizes that the implementation of occupational safety and health (OSH) is an important factor in supporting smooth and successful operations. In the work environment, there are various potential risks that need to be anticipated, such as the possibility of work accidents during activities or when using equipment. These risks are often influenced by the suboptimal implementation of the 5R principles (Organize, Set in Order, Shine, Standardize, and Sustain) and limited understanding of the use of work





peralatan kerja. Selain itu, terdapat pula risiko kesehatan seperti potensi penularan penyakit, khususnya dalam kegiatan yang melibatkan banyak orang di ruang tertutup, serta kebutuhan peningkatan kesiapsiagaan karyawan dalam menghadapi kondisi darurat, termasuk bencana alam dan kebakaran.

Sebagai bentuk komitmen terhadap penerapan K3, Perusahaan menempatkan aspek keselamatan kerja sebagai prioritas utama dalam menciptakan lingkungan kerja yang aman, sehat, dan kondusif. Perusahaan menargetkan tercapainya zero accident, zero fatality, dan zero penyakit akibat kerja. Oleh karena itu, keselamatan karyawan menjadi perhatian utama dalam setiap kegiatan operasional, yang diwujudkan melalui pemantauan berkala, evaluasi sistem kerja, serta audit terhadap kelengkapan dan kondisi peralatan keselamatan agar selalu memenuhi standar K3 yang berlaku.

Untuk memastikan seluruh karyawan memiliki pemahaman yang memadai, Perusahaan secara rutin menyelenggarakan pelatihan dan simulasi tanggap darurat. Kegiatan ini mencakup peningkatan pengetahuan dan keterampilan dalam menghadapi situasi darurat, seperti gempa bumi maupun kebakaran, serta melibatkan karyawan dan tamu yang berada di area operasional. Melalui pelatihan tersebut, diharapkan seluruh pihak mampu merespons kondisi darurat secara cepat, tepat, dan aman.

Selain itu, Perusahaan terus menjaga kondisi kantor dan fasilitas operasional agar tetap bersih, aman, nyaman, serta bebas dari potensi pencemaran lingkungan guna meminimalkan risiko kesehatan di tempat kerja. Sepanjang tahun 2025, kinerja K3 Perusahaan menunjukkan hasil yang positif, dengan tidak adanya kejadian kecelakaan kerja yang dialami oleh karyawan.

equipment. In addition, there are also health risks such as the potential for disease transmission, especially in activities involving many people in enclosed spaces, as well as the need to increase employee preparedness in dealing with emergencies, including natural disasters and fires.

As a form of commitment to the implementation of K3, the Company places work safety as a top priority in creating a safe, healthy, and conducive work environment. The Company aims to achieve zero accidents, zero fatalities, and zero work-related illnesses. Therefore, employee safety is a primary concern in all operational activities, which is realized through regular monitoring, work system evaluations, and audits of the completeness and condition of safety equipment to ensure that it always meets applicable OSH standards.

To ensure that all employees have adequate understanding, the Company regularly conducts training and emergency response simulations. These activities include improving knowledge and skills in dealing with emergency situations, such as earthquakes and fires, and involve employees and guests in the operational area. Through this training, it is hoped that all parties will be able to respond to emergency conditions quickly, appropriately, and safely.

In addition, the Company continues to maintain the condition of its offices and operational facilities so that they remain clean, safe, comfortable, and free from potential environmental pollution in order to minimize health risks in the workplace. Throughout 2025, the Company's K3 performance showed positive results, with no work accidents experienced by employees.

## Pengembangan Kapabilitas Karyawan

### Employee Capability Development

Perusahaan memiliki komitmen untuk meningkatkan kompetensi dan kapabilitas karyawan melalui penyelenggaraan berbagai program pelatihan dan pendidikan, baik yang dilaksanakan secara internal maupun bekerja sama dengan pihak eksternal. Program pengembangan ini dirancang selaras dengan kebutuhan bisnis serta strategi pengelolaan sumber daya manusia, dengan menitikberatkan pada peningkatan keterampilan teknis (*hard skills*) maupun kemampuan nonteknis (*soft skills*) yang relevan dengan dinamika perkembangan perusahaan.

The company is committed to improving the competence and capabilities of its employees through various training and education programs, both internally and in collaboration with external parties. These development programs are designed in line with business needs and human resource management strategies, with an emphasis on improving technical skills (*hard skills*) and non-technical skills (*soft skills*) that are relevant to the dynamics of the company's development.

Perusahaan telah menyelenggarakan sebanyak 111 kegiatan pelatihan, seminar, lokakarya, dan sosialisasi yang difasilitasi oleh tim internal maupun mitra eksternal sepanjang tahun 2025. Seluruh program tersebut ditujukan untuk memperkuat kompetensi karyawan sekaligus mendorong peningkatan kinerja dalam mendukung pencapaian target dan keberhasilan bisnis Perusahaan.

## Masyarakat Community Engagement

Keberlanjutan operasional Perusahaan sangat dipengaruhi oleh dukungan masyarakat sebagai salah satu pemangku kepentingan utama. Hubungan antara Perusahaan dan masyarakat pada umumnya terbangun melalui interaksi sebagai penyedia dan pengguna produk maupun layanan. Oleh sebab itu, menjaga tingkat kepuasan serta loyalitas pelanggan menjadi prioritas penting dalam mendukung pertumbuhan pendapatan yang berkesinambungan.

Selain dalam kapasitas sebagai penyedia layanan, keterkaitan Perusahaan dengan masyarakat juga tercermin melalui perannya sebagai pemberi lapangan pekerjaan. Penerimaan dan dukungan positif dari masyarakat terhadap aktivitas usaha Perusahaan turut memperkuat keberlangsungan bisnis. Dengan demikian, membangun hubungan yang harmonis dan konstruktif dengan masyarakat menjadi langkah strategis untuk mengurangi potensi risiko sosial.

Di samping memperhatikan dinamika sosial di sekitar wilayah operasional, Perusahaan juga berupaya menyesuaikan kegiatan usahanya dengan kondisi sosial dan ekonomi masyarakat setempat. Berbagai program tanggung jawab sosial telah dilaksanakan sebagai upaya mempererat hubungan yang baik sekaligus mendorong peningkatan kemandirian dan kesejahteraan masyarakat secara berkelanjutan.

## Manfaat Program Kemasyarakatan Benefits of Community Programs

JXB berkomitmen menjalankan kegiatan usahanya secara bertanggung jawab dengan memastikan bahwa keberadaan Perusahaan memberikan manfaat positif serta tidak menimbulkan dampak merugikan bagi para pemangku kepentingan. Komitmen tersebut diwujudkan melalui pelaksanaan program Tanggung Jawab Sosial dan Lingkungan (TJSL) yang berlandaskan pada prinsip pemberdayaan masyarakat menuju kemandirian serta selaras dengan tujuan pembangunan berkelanjutan.

Dalam proses perencanaan maupun pelaksanaan program TJSL, Perusahaan melibatkan berbagai pihak terkait, seperti komunitas lokal, tokoh masyarakat, dan instansi pemerintah.

The company has organized 111 training activities, seminars, workshops, and socialization events facilitated by internal teams and external partners throughout 2025. All of these programs are aimed at strengthening employee competencies while encouraging performance improvement in support of the company's business targets and success.

The Company's operational sustainability is greatly influenced by the support of the community as one of its main stakeholders. The relationship between the Company and the community is generally built through interactions as providers and users of products and services. Therefore, maintaining customer satisfaction and loyalty is an important priority in supporting sustainable revenue growth.

In addition to its capacity as a service provider, the Company's connection with the community is also reflected in its role as an employer. Positive acceptance and support from the community for the Company's business activities also strengthen business continuity. Thus, building harmonious and constructive relationships with the community is a strategic step to reduce potential social risks.

In addition to paying attention to social dynamics in the surrounding operational areas, the Company also strives to adapt its business activities to the social and economic conditions of the local community. Various social responsibility programs have been implemented in an effort to strengthen good relations while encouraging the sustainable improvement of community independence and welfare.

JXB is committed to conducting its business activities responsibly by ensuring that the Company's presence provides positive benefits and does not cause adverse impacts on stakeholders. This commitment is realized through the implementation of a Social and Environmental Responsibility (SER) program based on the principle of community empowerment towards independence and in line with sustainable development goals.

In the process of planning and implementing CSR programs, the Company involves various related parties, such as local communities, community leaders, and government agencies.



Pendekatan partisipatif ini dilakukan untuk memastikan bahwa program yang dijalankan sesuai dengan kebutuhan nyata serta potensi yang dimiliki oleh masyarakat di sekitar wilayah operasional.

Sebelum implementasi program, JXB terlebih dahulu melakukan pemetaan sosial guna mengidentifikasi isu, kebutuhan, serta potensi yang ada di lingkungan setempat. Hasil pemetaan tersebut menjadi landasan dalam penyusunan program TJSL yang relevan, tepat sasaran, dan mampu memberikan dampak langsung bagi peningkatan kesejahteraan masyarakat.

Perusahaan meyakini bahwa pelaksanaan TJSL yang terencana dan berkelanjutan akan mempererat hubungan dengan masyarakat serta menciptakan lingkungan yang kondusif bagi kelangsungan usaha. Dukungan dan kepercayaan masyarakat terhadap Perusahaan menjadi modal sosial yang penting dalam mendorong pertumbuhan bisnis yang berkelanjutan.

### **Pengaduan Masyarakat** Community Complaints

Sebagai wujud akuntabilitas dan keterbukaan informasi, JXB menyediakan mekanisme pengaduan yang dapat diakses dengan mudah oleh masyarakat melalui layanan call center dan situs resmi Perusahaan. Kedua sarana tersebut berperan sebagai media komunikasi dua arah antara Perusahaan dan masyarakat, sekaligus menjadi kanal untuk penyampaian informasi, pertanyaan, saran, maupun keluhan yang berkaitan dengan aktivitas operasional.

Keberadaan fasilitas ini diharapkan dapat mendorong keterlibatan aktif masyarakat dalam memberikan masukan serta mendukung peningkatan kualitas layanan Perusahaan. Sepanjang tahun 2025, tercatat tidak ada laporan atau pengaduan dari masyarakat yang terkait dengan isu sosial maupun lingkungan.

### **Kegiatan Tanggung Jawab Sosial Lingkungan (TJSL)** Corporate Social Responsibility Activity

JXB telah melaksanakan berbagai program sosial sepanjang tahun 2025 sebagai wujud komitmen dalam mendukung pembangunan dan kesejahteraan masyarakat. Kegiatan yang dijalankan mencakup beragam bidang, seperti penyaluran bantuan sosial, penyelenggaraan layanan kesehatan, dukungan terhadap sektor pendidikan, kegiatan keagamaan, serta berbagai inisiatif sosial lainnya yang disesuaikan dengan kebutuhan masyarakat.

This participatory approach is carried out to ensure that the programs implemented are in line with the real needs and potential of the communities surrounding the operational area.

Prior to program implementation, JXB first conducts social mapping to identify issues, needs, and potential in the local environment. The results of this mapping serve as the basis for developing TJSL programs that are relevant, targeted, and capable of having a direct impact on improving community welfare.

The Company believes that the implementation of well-planned and sustainable TJSL will strengthen its relationship with the community and create an environment conducive to business continuity. Community support and trust in the Company are important social capital in driving sustainable business growth.

As a form of accountability and information transparency, JXB provides a complaint mechanism that is easily accessible to the public through the Company's call center and official website. Both of these facilities serve as a two-way communication medium between the Company and the public, as well as a channel for conveying information, questions, suggestions, and complaints related to operational activities.

The existence of these facilities is expected to encourage active community involvement in providing input and supporting improvements in the quality of the Company's services. Throughout 2025, there were no reports or complaints from the public related to social or environmental issues.

JXB has implemented various social programs throughout 2025 as a manifestation of its commitment to supporting community development and welfare. The activities carried out cover various fields, such as the distribution of social assistance, the provision of health services, support for the education sector, religious activities, and various other social initiatives tailored to the needs of the community.



## Pelanggan Customer

Pelanggan memiliki posisi yang sangat penting sebagai mitra utama dalam membangun hubungan yang saling memberikan manfaat. Tingkat kepercayaan serta loyalitas pelanggan menjadi faktor kunci yang berpengaruh terhadap keberlangsungan usaha Perusahaan dalam jangka panjang.

Sejalan dengan hal tersebut, JXB terus berkomitmen untuk menyediakan produk yang unggul disertai layanan yang berkualitas bagi seluruh pelanggan. Perusahaan meyakini bahwa kepuasan pelanggan terhadap mutu produk dan pelayanan yang diberikan akan memperkuat daya saing sekaligus meningkatkan posisi JXB agar semakin kompetitif di tengah persaingan industri.

Customers play a very important role as key partners in building mutually beneficial relationships. Customer trust and loyalty are key factors that influence the Company's long-term business continuity.

In line with this, JXB remains committed to providing superior products and quality services to all customers. The Company believes that customer satisfaction with the quality of its products and services will strengthen its competitiveness and enhance JXB's position to become more competitive in the industry.

## Pemasaran dan Keterbukaan Informasi Marketing and Transparency

JXB berkomitmen untuk menjaga transparansi informasi kepada pelanggan, masyarakat, investor, serta para pemangku kepentingan lainnya melalui berbagai saluran komunikasi yang mudah diakses. Informasi mengenai produk dan layanan Perusahaan disampaikan secara terbuka guna memastikan ketersediaan data yang akurat, relevan, dan dapat dipercaya.

Di sisi lain, informasi terkait kinerja Perusahaan maupun berbagai kegiatan korporasi juga dapat diakses secara luas melalui situs resmi Perusahaan di <https://jxboard.co.id>. Platform ini berfungsi sebagai pusat informasi yang menyediakan berbagai data penting bagi seluruh pemangku kepentingan.

JXB is committed to maintaining transparency of information to customers, the public, investors, and other stakeholders through various easily accessible communication channels. Information about the Company's products and services is disclosed openly to ensure the availability of accurate, relevant, and reliable data.

On the other hand, information related to the Company's performance and various corporate activities can also be accessed widely through the Company's official website at <https://jxboard.co.id>. This platform serves as an information center that provides various important data for all stakeholders.

## Keamanan Produk dan Pelayanan Product and Service Safety

Perusahaan menunjukkan komitmen yang tinggi dalam memastikan keamanan setiap produk dan layanan yang disediakan kepada pelanggan. Dalam pelaksanaannya, Perusahaan secara berkelanjutan menerapkan serta melakukan peninjauan terhadap standar operasional prosedur (SOP) dan standar pelayanan minimal (SPM) agar seluruh produk dan layanan yang diberikan senantiasa memenuhi prinsip keselamatan, kenyamanan, dan kualitas bagi pengguna.

The Company demonstrates a high level of commitment to ensuring the safety of every product and service provided to customers. In practice, the Company continuously implements and reviews standard operating procedures (SOPs) and minimum service standards (SPMs) to ensure that all products and services provided consistently meet the principles of safety, comfort, and quality for users.

## Keberadaan yang Bermanfaat Beneficial Presence

Perusahaan memahami bahwa aktivitas operasional, terutama di sektor perhotelan, memiliki potensi menimbulkan dampak terhadap lingkungan dan sosial, seperti timbunan limbah maupun kebisingan yang dapat memengaruhi

The Company understands that operational activities, especially in the hospitality sector, have the potential to cause environmental and social impacts, such as waste and noise that can affect the comfort of the community around

kenyamanan masyarakat di sekitar area usaha. Oleh karena itu, Perusahaan berkomitmen untuk memastikan seluruh potensi dampak tersebut dikelola secara optimal agar tetap berada dalam batas yang diperbolehkan sesuai ketentuan peraturan dan perundang-undangan yang berlaku, sehingga tidak merugikan pelanggan maupun pemangku kepentingan lainnya.

Di sisi lain, keberadaan Perusahaan diharapkan mampu memberikan nilai tambah bagi perekonomian, khususnya dalam mendukung perkembangan sektor perhotelan dan pariwisata. Perusahaan juga memastikan bahwa setiap produk dan layanan yang ditawarkan telah melalui proses evaluasi yang matang, serta dikomunikasikan kepada publik melalui strategi pemasaran yang terencana, transparan, dan terintegrasi.

### Layanan Pengaduan Complaint Services

Perusahaan memiliki komitmen untuk terus menghadirkan pelayanan yang optimal kepada pelanggan dengan menjunjung tinggi prinsip keterbukaan terhadap setiap masukan, saran, maupun keluhan. Pelanggan, tamu, dan masyarakat umum dapat menyampaikan pengalaman, memberikan tanggapan, ataupun mengajukan pengaduan melalui berbagai saluran komunikasi yang telah disediakan, seperti layanan customer service, hotline, serta alamat e-mail resmi yang tercantum pada situs Perusahaan.

Seluruh aspirasi yang diterima akan ditangani secara profesional dan responsif. Perusahaan memandang umpan balik pelanggan sebagai sumber informasi penting dalam proses evaluasi dan penyempurnaan kualitas layanan secara berkelanjutan. Oleh sebab itu, setiap masukan yang diterima akan dijadikan bahan perbaikan guna meningkatkan tingkat kepuasan sekaligus memperkuat loyalitas pelanggan di masa mendatang.

### Pelibatan Pelanggan Customer Engagement

Perusahaan selalu menempatkan kepuasan pelanggan sebagai prioritas utama dengan menyediakan produk dan layanan yang berkualitas. Upaya ini merupakan bagian dari komitmen Perusahaan dalam mempertahankan loyalitas pelanggan sekaligus memperkuat posisi daya saing di pasar.

Tingkat kepuasan pelanggan juga menjadi indikator penting dalam menilai mutu produk dan layanan yang diberikan. Oleh karena itu, Perusahaan secara proaktif mendorong keterlibatan pelanggan untuk menyampaikan masukan, saran, maupun informasi yang dapat digunakan sebagai bahan evaluasi dan perbaikan secara berkelanjutan. Seluruh umpan balik yang diterima akan dimanfaatkan sebagai dasar peningkatan kualitas produk dan layanan di masa mendatang.

the business area. Therefore, the Company is committed to ensuring that all potential impacts are managed optimally so that they remain within the limits permitted by applicable laws and regulations, so as not to harm customers or other stakeholders.

On the other hand, the Company's presence is expected to provide added value to the economy, particularly in supporting the development of the hospitality and tourism sectors. The Company also ensures that every product and service offered has undergone a thorough evaluation process and is communicated to the public through a planned, transparent, and integrated marketing strategy.

The company is committed to continuing to provide optimal service to customers by upholding the principle of openness to all feedback, suggestions, and complaints. Customers, guests, and the general public can share their experiences, provide feedback, or file complaints through various communication channels that have been provided, such as customer service, hotlines, and official email addresses listed on the company's website.

All feedback received will be handled professionally and responsively. The company views customer feedback as an important source of information in the process of evaluating and continuously improving service quality. Therefore, all feedback received will be used as material for improvement to increase customer satisfaction and strengthen customer loyalty in the future.

The Company always prioritizes customer satisfaction by providing high-quality products and services. This effort is part of the Company's commitment to maintaining customer loyalty while strengthening its competitive position in the market.

Customer satisfaction levels are also an important indicator in assessing the quality of products and services provided. Therefore, the Company proactively encourages customer engagement to provide feedback, suggestions, and information that can be used for continuous evaluation and improvement. All feedback received will be used as a basis for improving product and service quality in the future.



# Surat Pernyataan Dewan Komisaris dan Direksi tentang Tanggung Jawab Atas Laporan Tahunan 2025 PT Jakarta Tourisindo (Perseroda)

## Statement Letter of the Board of Commissioners and Directors Regarding Responsibility for the 2025 Annual Report of PT Jakarta Tourisindo

Kami yang bertanda tangan di bawah ini menyatakan bahwa semua informasi dalam Laporan Tahunan PT Jakarta Tourisindo (Perseroda) Tahun 2025 telah dimuat secara lengkap dan bertanggung jawab penuh atas kebenaran isi Laporan Tahunan dan Laporan Keuangan Perseroan.

We, the undersigned, declare that all information in the Annual Report of PT Jakarta Tourisindo (Perseroda) Tahun 2025 has been fully published and that we are fully responsible for the correctness of the contents of the Company's Annual Report and Financial Statements.

Demikian pernyataan ini dibuat dengan sebenarnya.

Thus, this statement is made in fact.

Jakarta, 28 April 2026 | Jakarta, April 28, 2026

### DEWAN KOMISARIS Board of Commissioners



Biem Triani Benjamin  
Komisaris Utama  
President Commissioner



Peronata Taufik Fatah  
Komisaris  
Commissioner



Yuari Prayanto  
Komisaris  
Commissioner

### DIREKSI Board of Directors



Yunn Bali Mohammad Yusuf  
Direktur Utama  
President Director



Zulfarshah  
Direktur Administrasi dan Keuangan  
Director of Administration and Finance



Bogi Aditya Satrio Nugroho  
Direktur Bisnis dan Operasional  
Director of Business and Operations







# LAPORAN KEUANGAN

Financial Report





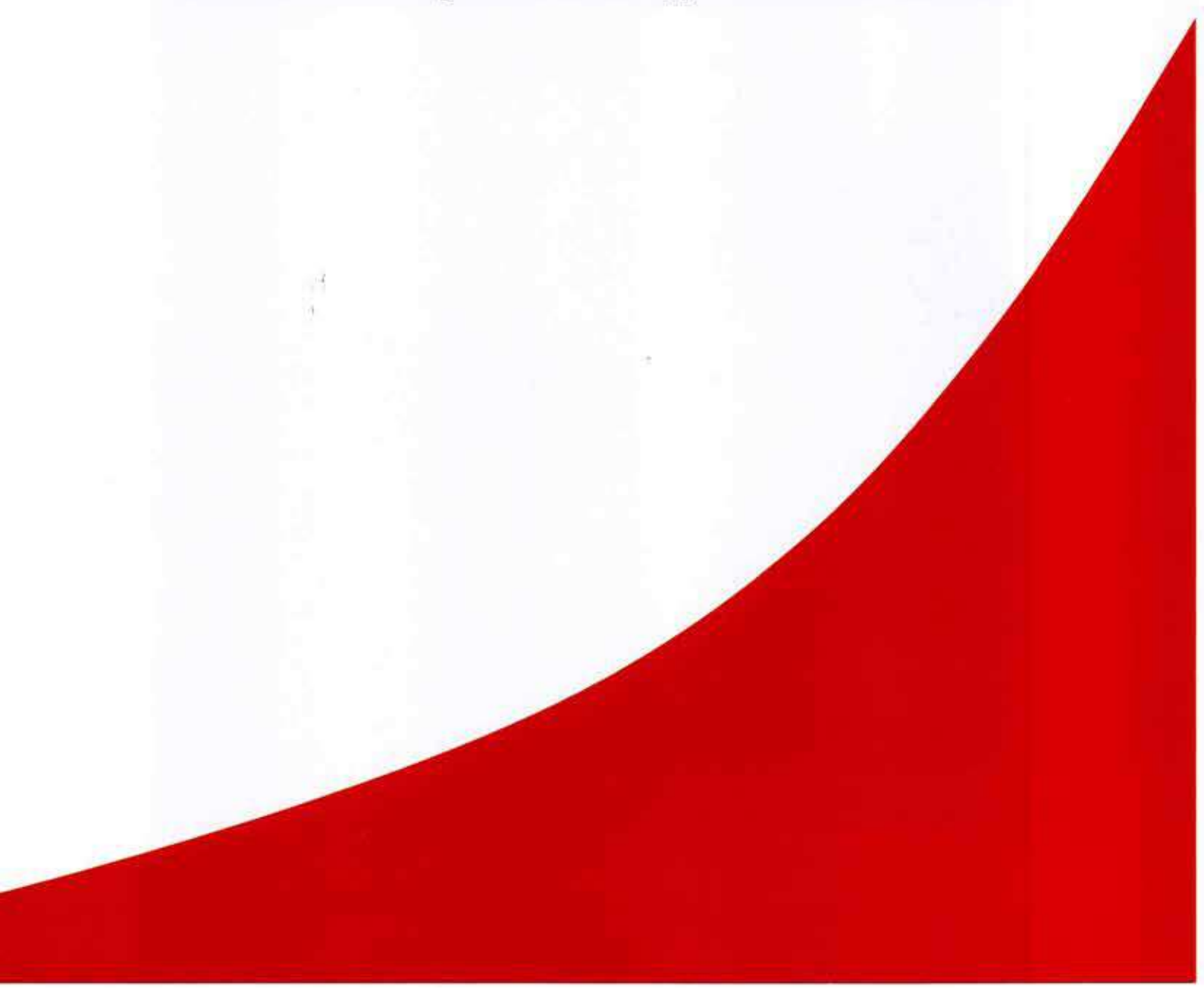
**Laporan Keuangan**

**Beserta**

**Laporan Auditor Independen**

**PT JAKARTA TOURISINDO (PERSERODA)**

**Untuk Tahun-Tahun Yang Berakhir Pada Tanggal 31 Desember 2025 dan 2024**





**SURAT PERNYATAAN DIREKSI  
TENTANG  
TANGGUNG JAWAB ATAS LAPORAN KEUANGAN  
UNTUK TAHUN YANG BERAKHIR  
PADA TANGGAL 31 DESEMBER 2025**

Kami yang bertanda tangan dibawah ini :

1. Nama : Yunn Bali Mohammad Yusuf, S.Si., MM.  
Alamat kantor : Jl. Let.Jend Suprpto Cempaka Putih Jakarta Pusat, 10520  
Alamat domisili : Villa Bogor Indah Blok G2 No. 6 RT 005, RW 012 Kelurahan Ciparigi  
sesuai KTP : Kecamatan Kota Bogor Utara, Kota Bogor.  
Jabatan : Direktur Utama
2. Nama : Zulfarshah, SE., MM.  
Alamat kantor : Jl. Let.Jend Suprpto Cempaka Putih Jakarta Pusat, 10520  
Alamat domisili : Jl. Kucica 7 JH 5/1 Sektor IX Bintaro Jaya RT.001 RW.011 Kelurahan  
sesuai KTP : Pondok Pucung, Kecamatan Pondok Aren, Tangerang Selatan, Banten  
Jabatan : Direktur Administrasi dan Keuangan

Menyatakan bahwa :

1. Kami bertanggung jawab atas penyusunan dan penyajian laporan keuangan PT Jakarta Tourisindo (Perseroda);
2. Laporan keuangan PT Jakarta Tourisindo (Perseroda) telah disusun dan disajikan sesuai dengan Standar Akuntansi Keuangan Umum (SAK Umum) di Indonesia;
3. a. Semua informasi dalam laporan keuangan PT Jakarta Tourisindo (Perseroda) dimuat secara lengkap dan benar;  
b. Laporan keuangan PT Jakarta Tourisindo (Perseroda) tidak mengandung informasi atau fakta material yang tidak benar, dan tidak menghilangkan informasi atau fakta material;
4. Kami bertanggung jawab atas perancangan dan implementasi sistem pengendalian internal di PT.Jakarta Tourisindo (Perseroda).

Demikian pernyataan ini dibuat dengan sebenarnya.

Jakarta, 25 Maret 2026

**DIREKSI PT JAKARTA TOURISINDO (PERSERODA)**



**Yunn Bali Mohammad Yusuf, S.Si., MM.**  
Direktur Utama

**Zulfarshah, SE., MM.**  
Direktur Administrasi dan Keuangan

**PT JAKARTA TOURISINDO (PERSERODA)**

**Daftar Isi**

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## **LAPORAN AUDITOR INDEPENDEN**

**Laporan No.: 00037/3.0360/AU.1/10/1995-1/1/III/2026**

**Pemegang Saham, Dewan Komisaris dan Direksi**

**PT Jakarta Tourisindo (Perseroda)**

### **Opini**

Kami telah mengaudit laporan keuangan PT Jakarta Tourisindo (Perseroda), yang terdiri dari laporan posisi keuangan tanggal 31 Desember 2025, serta laporan laba rugi dan penghasilan komprehensif lain, laporan perubahan ekuitas dan laporan arus kas untuk tahun yang berakhir pada tanggal tersebut, serta catatan atas laporan keuangan, termasuk ikhtisar kebijakan akuntansi material.

Menurut opini kami, laporan keuangan terlampir menyajikan secara wajar, dalam semua hal yang material, posisi keuangan PT Jakarta Tourisindo (Perseroda) tanggal 31 Desember 2025 serta kinerja keuangan dan arus kas untuk tahun yang berakhir pada tanggal tersebut, sesuai dengan Standar Akuntansi Keuangan Umum di Indonesia.

### **Basis Opini**

Kami melaksanakan audit kami berdasarkan Standar Audit yang ditetapkan oleh Institut Akuntan Publik Indonesia. Tanggung jawab kami menurut standar tersebut diuraikan lebih lanjut dalam paragraf Tanggung Jawab Auditor terhadap Audit atas Laporan Keuangan pada laporan kami. Kami independen terhadap PT Jakarta Tourisindo (Perseroda) berdasarkan ketentuan etika yang relevan dalam audit kami atas laporan keuangan di Indonesia, dan kami telah memenuhi tanggung jawab etika lainnya berdasarkan ketentuan tersebut. Kami yakin bahwa bukti audit yang telah kami peroleh adalah cukup dan tepat untuk menyediakan suatu basis bagi opini audit kami.

### **Tanggung Jawab Manajemen dan Pihak yang Bertanggung Jawab atas Tata Kelola terhadap Laporan Keuangan**

Manajemen bertanggung jawab atas penyusunan dan penyajian wajar laporan keuangan tersebut sesuai dengan Standar Akuntansi Keuangan Umum di Indonesia, dan atas pengendalian internal yang dianggap perlu oleh manajemen untuk memungkinkan penyusunan laporan keuangan yang bebas dari kesalahan penyajian material, baik yang disebabkan oleh kecurangan maupun kesalahan.

Dalam penyusunan laporan keuangan, manajemen bertanggung jawab untuk menilai kemampuan PT Jakarta Tourisindo (Perseroda) dalam mempertahankan kelangsungan usahanya, mengungkapkan, sesuai dengan kondisinya, hal-hal yang berkaitan dengan kelangsungan usaha, dan menggunakan basis akuntansi kelangsungan usaha, kecuali manajemen memiliki intensi untuk melikuidasi PT Jakarta Tourisindo (Perseroda) atau menghentikan operasi, atau tidak memiliki alternatif yang realistis selain melaksanakannya.

Pihak yang bertanggung jawab atas tata kelola bertanggung jawab untuk mengawasi proses pelaporan keuangan PT Jakarta Tourisindo (Perseroda).



### **Tanggung Jawab Auditor terhadap Audit atas Laporan Keuangan**

Tujuan kami adalah untuk memperoleh keyakinan memadai tentang apakah laporan keuangan secara keseluruhan bebas dari kesalahan penyajian material, baik yang disebabkan oleh kecurangan maupun kesalahan, dan untuk menerbitkan laporan auditor yang mencakup opini kami. Keyakinan memadai merupakan suatu tingkat keyakinan tinggi, namun bukan merupakan suatu jaminan bahwa audit yang dilaksanakan berdasarkan Standar Audit akan selalu mendeteksi kesalahan penyajian material ketika hal tersebut ada.

Kesalahan penyajian dapat disebabkan oleh kecurangan maupun kesalahan dan dianggap material jika, baik secara individual maupun secara agregat, dapat diekspektasikan secara wajar akan memengaruhi keputusan ekonomi yang diambil oleh pengguna berdasarkan laporan keuangan tersebut.

Sebagai bagian dari suatu audit berdasarkan Standar Audit, kami menerapkan pertimbangan profesional dan mempertahankan skeptisisme profesional selama audit. Kami juga:

- Mengidentifikasi dan menilai risiko kesalahan penyajian material dalam laporan keuangan, baik yang disebabkan oleh kecurangan maupun kesalahan, mendesain dan melaksanakan prosedur audit yang responsif terhadap risiko tersebut, serta memperoleh bukti audit yang cukup dan tepat untuk menyediakan basis bagi opini kami. Risiko tidak terdeteksinya kesalahan penyajian material yang disebabkan oleh kecurangan lebih tinggi dari yang disebabkan oleh kesalahan, karena kecurangan dapat melibatkan kolusi, pemalsuan, penghilangan secara sengaja, pernyataan salah, atau pengabaian pengendalian internal.
- Memperoleh suatu pemahaman tentang pengendalian internal yang relevan dengan audit untuk mendesain prosedur audit yang tepat sesuai dengan kondisinya, tetapi bukan untuk tujuan menyatakan opini atas keefektifitasan pengendalian internal PT Jakarta Tourisindo (Perseroda).
- Mengevaluasi ketepatan kebijakan akuntansi yang digunakan serta kewajaran estimasi akuntansi dan pengungkapan terkait yang dibuat oleh manajemen.
- Menyimpulkan ketepatan penggunaan basis akuntansi kelangsungan usaha oleh manajemen dan, berdasarkan bukti audit yang diperoleh, apakah terdapat suatu ketidakpastian material yang terkait dengan peristiwa atau kondisi yang dapat menyebabkan keraguan signifikan atas kemampuan PT Jakarta Tourisindo (Perseroda) untuk mempertahankan kelangsungan usahanya. Ketika kami menyimpulkan bahwa terdapat suatu ketidakpastian material, kami diharuskan untuk menarik perhatian dalam laporan auditor kami ke pengungkapan terkait dalam laporan keuangan atau, jika pengungkapan tersebut tidak memadai, harus menentukan apakah perlu untuk memodifikasi opini kami. Kesimpulan kami didasarkan pada bukti audit yang diperoleh hingga tanggal laporan auditor kami. Namun, peristiwa atau kondisi masa depan dapat menyebabkan PT Jakarta Tourisindo (Perseroda) tidak dapat mempertahankan kelangsungan usaha.
- Mengevaluasi penyajian, struktur, dan isi laporan keuangan secara keseluruhan, termasuk pengungkapannya, dan apakah laporan keuangan mencerminkan transaksi dan peristiwa yang mendasarinya dengan suatu cara yang mencapai penyajian wajar.

Kami mengomunikasikan kepada pihak yang bertanggung jawab atas tata kelola mengenai, antara lain, ruang lingkup dan saat yang direncanakan atas audit, serta temuan audit signifikan, termasuk setiap defisiensi signifikan dalam pengendalian internal yang teridentifikasi oleh kami selama audit.

Kantor Akuntan Publik  
**RAMA WENDRA**



Kurniawan Setya Budi, M.Ak., CA., CPA  
Registrasi Akuntan Publik No. AP.1995/



Tangerang, 25 Maret 2026



**PT JAKARTA TOURISINDO (PERSERODA)**  
**LAPORAN POSISI KEUANGAN**  
**31 DESEMBER 2025 DAN 2024**

*(Disajikan dalam Rupiah Penuh, Kecuali Dinyatakan Lain)*

|                                                                                                             | Catatan | 31 Desember 2025         | 31 Desember 2024       |
|-------------------------------------------------------------------------------------------------------------|---------|--------------------------|------------------------|
| <b>ASET</b>                                                                                                 |         |                          |                        |
| <b>ASET LANCAR</b>                                                                                          |         |                          |                        |
| Kas dan setara kas                                                                                          | 2f,4    | 37.769.891.176           | 111.214.461.963        |
| Piutang usaha                                                                                               |         |                          |                        |
| <i>(Setelah dikurangi cadangan kerugian penurunan nilai per 31 Desember 2025 sebesar Rp2.880.881.484,-)</i> | 2g,5    | 3.120.965.810            | 3.340.477.197          |
| Piutang lain-lain                                                                                           |         |                          |                        |
| <i>(Setelah dikurangi cadangan kerugian penurunan nilai per 31 Desember 2025 sebesar Rp796.356.463,-)</i>   | 6       | 808.231.070              | -                      |
| Persediaan dan perlengkapan                                                                                 | 2h,7    | 1.272.184.426            | 1.376.581.695          |
| Beban dibayar dimuka                                                                                        | 2i,8    | 5.104.270.174            | 4.797.067.713          |
| Uang muka                                                                                                   | 9       | 1.680.879.722            | 3.406.890.479          |
| Pajak dibayar dimuka                                                                                        | 2t,18a  | 529.718.094              | 530.452.349            |
| Aset kontrak                                                                                                | 2j,11   | 23.477.214.707           | 6.482.437.205          |
| <b>Jumlah aset lancar</b>                                                                                   |         | <b>73.763.355.179</b>    | <b>131.148.368.601</b> |
| <b>ASET TIDAK LANCAR</b>                                                                                    |         |                          |                        |
| Penyertaan saham                                                                                            | 2k,10   | -                        | -                      |
| Aset kontrak                                                                                                | 2j,11   | 11.989.103.084           | 12.401.838.354         |
| Aset tetap                                                                                                  |         |                          |                        |
| <i>(Setelah dikurangi akumulasi penyusutan per 31 Desember 2025 sebesar Rp276.196.501.072,-)</i>            | 2l,12   | 553.154.435.071          | 551.589.966.549        |
| Properti investasi                                                                                          | 2m,13   | 338.278.368.500          | 142.725.918.500        |
| Aset pajak tangguhan                                                                                        | 2t,18e  | 39.812.504.292           | 38.262.857.857         |
| Aset lain-lain - bersih                                                                                     | 14      | -                        | 72.150.000             |
| <b>Jumlah aset tidak lancar</b>                                                                             |         | <b>943.234.410.947</b>   | <b>745.052.731.260</b> |
| <b>JUMLAH ASET</b>                                                                                          |         | <b>1.016.997.766.126</b> | <b>876.201.099.861</b> |

Lihat catatan atas laporan keuangan yang merupakan bagian yang tidak terpisahkan dari laporan keuangan secara keseluruhan

**PT JAKARTA TOURISINDO (PERSERODA)**  
**LAPORAN POSISI KEUANGAN**  
**31 DESEMBER 2025 DAN 2024**

*(Disajikan dalam Rupiah Penuh, Kecuali Dinyatakan Lain)*

|                                                    | Catatan | 31 Desember 2025         | 31 Desember 2024       |
|----------------------------------------------------|---------|--------------------------|------------------------|
| <b>LIABILITAS DAN EKUITAS</b>                      |         |                          |                        |
| <b>LIABILITAS</b>                                  |         |                          |                        |
| <b>LIABILITAS JANGKA PENDEK</b>                    |         |                          |                        |
| Utang bank                                         | 15      | 17.000.000.000           | 7.766.049.259          |
| Utang usaha                                        | 2o,16   | 6.910.716.765            | 6.296.679.542          |
| Utang lain-lain - jangka pendek                    | 2o,17   | 41.264.259.399           | 65.126.532.691         |
| Utang pajak                                        | 2t,18b  | 5.391.828.284            | 3.439.280.369          |
| Beban akrual                                       | 19      | 14.212.969.429           | 9.529.699.668          |
| Liabilitas kontrak                                 | 2p,20   | 56.000.000.000           | 56.000.000.000         |
| Pendapatan diterima dimuka - jangka pendek         | 2q,21   | 9.941.716.457            | 9.157.549.427          |
| <b>Jumlah Liabilitas Jangka Pendek</b>             |         | <b>150.721.490.334</b>   | <b>157.315.790.956</b> |
| <b>LIABILITAS JANGKA PANJANG</b>                   |         |                          |                        |
| Utang lain-lain - jangka panjang                   | 2o,17   | 23.735.939.517           | -                      |
| Pendapatan diterima dimuka - jangka panjang        | 2q,21   | 17.925.624.161           | 20.013.098.279         |
| Liabilitas imbalan pasca kerja                     | 2r,22   | 28.165.552.812           | 26.034.032.915         |
| Liabilitas pajak tangguhan                         | 2t,18f  | 6.904.551.963            | 3.089.840.313          |
| Liabilitas tidak lancar lainnya                    | 23      | 8.811.064.066            | 8.811.064.066          |
| <b>Jumlah Liabilitas Jangka Panjang</b>            |         | <b>85.542.732.519</b>    | <b>57.948.035.573</b>  |
| <b>Jumlah Liabilitas</b>                           |         | <b>236.264.222.853</b>   | <b>215.263.826.529</b> |
| <b>EKUITAS</b>                                     |         |                          |                        |
| Modal saham - Nilai nominal Rp1.000.000 per saham. |         |                          |                        |
| Modal dasar 2.789.696 lembar saham.                |         |                          |                        |
| Modal ditempatkan dan disetor 713.545 lembar saham |         |                          |                        |
| per 31 Desember 2025 dan 2024                      | 24      | 713.545.000.000          | 713.545.000.000        |
| Tambahan modal disetor                             | 25      | 730.595                  | 730.595                |
| Cadangan umum                                      | 26      | 4.433.413.621            | 4.433.413.621          |
| Saldo laba                                         |         |                          |                        |
| Sudah ditentukan penggunaannya                     |         | (1.349.836.598)          | (1.349.836.598)        |
| Belum ditentukan penggunaannya                     |         |                          |                        |
| Saldo tahun lalu                                   | 27      | (70.456.063.647)         | (144.690.449.292)      |
| Laba tahun berjalan                                | 27      | 120.511.935.889          | 74.234.385.645         |
| Pendapatan komprehensif lainnya:                   |         |                          |                        |
| Keuntungan aktuarial                               |         | 14.048.363.413           | 14.764.029.361         |
| <b>Jumlah Ekuitas</b>                              |         | <b>780.733.543.273</b>   | <b>660.937.273.332</b> |
| <b>JUMLAH LIABILITAS DAN EKUITAS</b>               |         | <b>1.016.997.766.126</b> | <b>876.201.099.861</b> |

Lihat catatan atas laporan keuangan yang merupakan bagian yang tidak terpisahkan dari laporan keuangan secara keseluruhan

**PT JAKARTA TOURISINDO (PERSERODA)**  
**LAPORAN LABA RUGI DAN PENGHASILAN KOMPREHENSIF LAIN**  
**UNTUK TAHUN-TAHUN YANG BERAKHIR PADA TANGGAL 31 DESEMBER 2025 DAN 2024**

*(Disajikan dalam Rupiah Penuh, Kecuali Dinyatakan Lain)*

|                                                                    | <b>Catatan</b> | <b>31 Desember 2025</b>  | <b>31 Desember 2024</b>  |
|--------------------------------------------------------------------|----------------|--------------------------|--------------------------|
| PENDAPATAN USAHA                                                   | 2s,28          | 179.087.570.646          | 97.250.320.551           |
| BEBAN LANGSUNG                                                     | 2s,29          | (105.987.905.587)        | (53.462.906.749)         |
| <b>LABA KOTOR</b>                                                  |                | <b>73.099.665.059</b>    | <b>43.787.413.802</b>    |
| <b>BEBAN USAHA</b>                                                 |                |                          |                          |
| Beban penjualan                                                    | 2s,30a         | (2.601.486.732)          | (2.135.514.280)          |
| Beban umum dan administrasi                                        | 2s,30b         | (103.251.542.073)        | (100.783.253.287)        |
|                                                                    |                | <b>(105.853.028.805)</b> | <b>(102.918.767.567)</b> |
| <b>RUGI USAHA</b>                                                  |                | <b>(32.753.363.746)</b>  | <b>(59.131.353.765)</b>  |
| <b>PENDAPATAN (BEBAN) LAIN-LAIN</b>                                |                |                          |                          |
| Pendapatan lain-lain                                               | 2s,31a         | 3.793.937.419            | 5.207.190.216            |
| Beban lain-lain                                                    | 2s,31b         | (650.184.072)            | (667.193.209)            |
|                                                                    |                | <b>3.143.753.347</b>     | <b>4.539.997.007</b>     |
| <b>RUGI SEBELUM PENYESUAIAN NILAI WAJAR<br/>PROPERTI INVESTASI</b> |                | <b>(29.609.610.399)</b>  | <b>(54.591.356.758)</b>  |
| Keuntungan revaluasi                                               | 2m,13          | 152.588.466.000          | 123.593.612.500          |
| <b>LABA SEBELUM PAJAK PENGHASILAN</b>                              |                | <b>122.978.855.601</b>   | <b>69.002.255.742</b>    |
| <b>PAJAK PENGHASILAN</b>                                           | 2t,18c         | (2.466.919.712)          | 5.232.129.903            |
| <b>LABA TAHUN BERJALAN</b>                                         |                | <b>120.511.935.889</b>   | <b>74.234.385.645</b>    |
| <b>PENGHASILAN KOMPREHENSIF LAIN</b>                               |                |                          |                          |
| Pos yang tidak akan direklasifikasikan<br>ke laba rugi:            |                |                          |                          |
| Pengukuran kembali liabilitas imbalan kerja                        | 2r,22          | (917.520.446)            | 115.815.722              |
| Pajak penghasilan terkait                                          | 2t,18c         | 201.854.498              | (25.479.459)             |
| <b>Penghasilan Komprehensif Lain - Neto</b>                        |                | <b>(715.665.948)</b>     | <b>90.336.263</b>        |
| <b>LABA KOMPREHENSIF PERIODE/<br/>TAHUN BERJALAN</b>               |                | <b>119.796.269.941</b>   | <b>74.324.721.908</b>    |
| <b>Laba per saham</b>                                              | 2u,32          | <b>168.892</b>           | <b>104.036</b>           |

Lihat catatan atas laporan keuangan yang merupakan bagian yang tidak terpisahkan dari laporan keuangan secara keseluruhan

PT JAKARTA TOURISINDO (PERSERODA)  
LAPORAN PERUBAHAN EKUITAS  
UNTUK TAHUN-TAHUN YANG BERAKHIR PADA TANGGAL 31 DESEMBER 2025 DAN 2024

|                                              | Catatan | Modal Disetor          | Tambahannya Modal Disetor Lainnya | Cadangan Umum        | Saldo Laba                     |                                |
|----------------------------------------------|---------|------------------------|-----------------------------------|----------------------|--------------------------------|--------------------------------|
|                                              |         |                        |                                   |                      | Sudah Ditentukan Penggunaannya | Belum Ditentukan Penggunaannya |
| <b>Saldo per 1 Januari 2024</b>              |         | 699.674.000.000        | 13.871.730.595                    | 4.433.413.621        | (1.349.836.598)                | (144.690.400.000)              |
| Rugi tahun berjalan                          |         | -                      | -                                 | -                    | -                              | (49.359.200.000)               |
| Selisih penilaian kembali properti investasi |         | -                      | -                                 | -                    | -                              | 123.593.600.000                |
| Penghasilan komprehensif lain                |         | -                      | -                                 | -                    | -                              | -                              |
| PMD tahun 2023                               |         | 13.871.000.000         | -                                 | -                    | -                              | -                              |
| Modal disetor tahun 2023                     |         | -                      | (13.871.000.000)                  | -                    | -                              | -                              |
| <b>Saldo per 31 Desember 2024</b>            |         | <b>713.545.000.000</b> | <b>730.595</b>                    | <b>4.433.413.621</b> | <b>(1.349.836.598)</b>         | <b>(70.456.000.000)</b>        |
| Rugi tahun berjalan                          |         | -                      | -                                 | -                    | -                              | (32.076.500.000)               |
| Selisih penilaian kembali properti investasi |         | -                      | -                                 | -                    | -                              | 152.588.400.000                |
| Penghasilan komprehensif lain                |         | -                      | -                                 | -                    | -                              | -                              |
| <b>Saldo per 31 Desember 2025</b>            |         | <b>713.545.000.000</b> | <b>730.595</b>                    | <b>4.433.413.621</b> | <b>(1.349.836.598)</b>         | <b>50.055.800.000</b>          |

Lihat catatan atas laporan keuangan yang merupakan bagian yang tidak terpisahkan dari laporan keuangan secara keseluruhan.

**PT JAKARTA TOURISINDO (PERSERODA)**  
**LAPORAN ARUS KAS**  
**UNTUK TAHUN-TAHUN YANG BERAKHIR PADA TANGGAL 31 DESEMBER 2025 DAN 2024**

*(Disajikan dalam Rupiah Penuh, Kecuali Dinyatakan Lain)*

|                                                       | Catatan | 31 Desember 2025        | 31 Desember 2024        |
|-------------------------------------------------------|---------|-------------------------|-------------------------|
| <b>ARUS KAS DARI AKTIVITAS OPERASI</b>                |         |                         |                         |
| Penerimaan dari pelanggan                             |         | 161.421.732.714         | 106.665.927.182         |
| Pembayaran kepada pemasok                             |         | (82.931.926.109)        | (28.937.989.330)        |
| Pembayaran untuk operasional                          |         | (48.786.112.268)        | (48.081.010.760)        |
| Pembayaran kepada karyawan                            |         | (53.897.667.017)        | (53.878.721.162)        |
| Pembayaran untuk pajak                                |         | (2.063.283.978)         | (8.524.588.287)         |
| Pembayaran beban keuangan                             |         | 530.710.950             | 4.839.727.013           |
| Penerimaan (pembayaran) lain-lain                     |         | 1.089.145.378           | (209.393.742)           |
| <b>Kas bersih digunakan untuk aktivitas operasi</b>   |         | <b>(24.637.400.330)</b> | <b>(28.126.049.086)</b> |
| <b>ARUS KAS DARI AKTIVITAS INVESTASI</b>              |         |                         |                         |
| Perolehan aset tetap                                  |         | (58.128.421.198)        | (40.497.635.611)        |
| Hasil penjualan aset tetap                            |         | 87.300.000              | 535.150.000             |
| <b>Kas bersih digunakan untuk aktivitas investasi</b> |         | <b>(58.041.121.198)</b> | <b>(39.962.485.611)</b> |
| <b>ARUS KAS DARI AKTIVITAS PENDANAAN</b>              |         |                         |                         |
| Penerimaan utang bank                                 |         | 18.699.950.000          | 7.766.049.259           |
| Pembayaran utang bank                                 |         | (9.465.999.259)         | -                       |
| <b>Kas bersih diperoleh dari aktivitas pendanaan</b>  |         | <b>9.233.950.741</b>    | <b>7.766.049.259</b>    |
| <b>PENURUNAN BERSIH KAS DAN SETARA KAS</b>            |         | <b>(73.444.570.787)</b> | <b>(60.322.485.438)</b> |
| <b>KAS DAN SETARA KAS AWAL TAHUN</b>                  |         | <b>111.214.461.963</b>  | <b>171.536.947.401</b>  |
| <b>KAS DAN SETARA KAS AKHIR TAHUN</b>                 | 2f,4    | <b>37.769.891.176</b>   | <b>111.214.461.963</b>  |

Lihat catatan atas laporan keuangan yang merupakan bagian yang tidak terpisahkan dari laporan keuangan secara keseluruhan



**PT JAKARTA TOURISINDO (PERSERODA)**  
**CATATAN ATAS LAPORAN KEUANGAN**  
**Untuk Tahun-Tahun Yang Berakhir**  
**Pada Tanggal 31 Desember 2025 dan 2024**  
*(Disajikan dalam Rupiah Penuh, Kecuali Dinyatakan Lain)*

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**1. UMUM**

**a. Pendirian Perusahaan dan Informasi Umum**

PT Jakarta Tourisindo ("Perusahaan") didirikan berdasarkan Akta Notaris Yualita Widyadhari, S.H., No. 6 tanggal 17 September 2004 berasal dari inbreng Perusahaan Daerah Wisata Niaga Jaya Daerah Khusus Ibukota Jakarta dan Yayasan Wisma Jaya Raya, menjadi Perseroan Terbatas sesuai Perda Provinsi DKI Jakarta No. 5 tahun 2004 tanggal 8 Juli 2004 tentang Perubahan Bentuk Badan Hukum Perusahaan Daerah Wisata Niaga Jaya DKI Jakarta dan Yayasan Wisma Jaya Raya menjadi Perseroan Terbatas Jakarta Tourisindo dan Penyertaan Modal Pemerintah DKI Jakarta pada Perseroan Terbatas Jakarta Tourisindo.

Berdasarkan Perda Provinsi DKI Jakarta No. 5 tahun 2004 tanggal 8 Juli 2004 sebagaimana dikemukakan di atas, seluruh aset dan kewajiban Perusahaan Daerah Wisata Niaga Jaya Daerah Khusus Ibukota Jakarta dan Yayasan Wisma Jaya Raya dialihkan kepada Perusahaan.

Akta Pendirian Perusahaan telah disesuaikan dengan Undang-Undang No. 40 tahun 2007 dengan Akta Notaris Yualita Widyadhari, S.H., No. 55 tanggal 27 November 2008 dan telah memperoleh Pengesahan dari Departemen Kehakiman dan Hak Asasi Manusia Republik Indonesia No. AHU-50300.AH.01.02 Tahun 2009 tanggal 19 Oktober 2009. Perusahaan telah dikukuhkan sebagai Pengusaha Kena Pajak (PKP) dengan NPWP No. 02.311.067.9-073.000.

Berdasarkan SK Gubernur No. 2161/2003 tanggal 2 Juli 2003 PT Jakarta Tourisindo dibentuk dalam rangka pendirian *subholding company* wisata dan perhotelan di lingkungan pemerintah Provinsi DKI Jakarta.

Dalam tahun 2021, Peraturan Daerah Provinsi Daerah Khusus Ibukota Jakarta Nomor 5 Tahun 2004 tanggal 8 Juli 2004 telah dilakukan perubahan bentuk hukum Perseroan menjadi Perseroda, peningkatan Modal Dasar, perluasan lingkup usaha dengan Peraturan Daerah Provinsi Daerah Khusus Ibukota Jakarta Nomor 3 Tahun 2021 tanggal 31 Desember 2021 Tentang Perubahan Bentuk Hukum Perseroan Terbatas Jakarta Tourisindo menjadi Perseroan Terbatas Jakarta Tourisindo (Perseroan Daerah) serta Perubahan Modal Dasar Perusahaan dimana sebelumnya sebesar Rp750.000.000.000,- menjadi Rp2.798.697.161.600,- dan pengembangan pariwisata.

Peraturan Daerah tersebut diatas telah dituangkan dalam Akta Notaris Yualita Widyadhari, SH., Mkn. Nomor 15 Tanggal 28 November 2022 dan telah memperoleh Pengesahan dari Kementerian Hukum dan Hak Asasi Manusia Republik Indonesia No. AHU-AH.01.03-0329252 tanggal 20 Desember 2022 perihal Penerimaan Pemberitahuan Perubahan Anggaran Dasar PT Jakarta Tourisindo.

Akta Perusahaan telah mengalami beberapa kali perubahan, terakhir dengan Akta No. 4 tanggal 19 Desember 2025, yang dibuat di hadapan Notaris Yualita Widyadhari, SH., MKn., dan telah memperoleh persetujuan dari Menteri Hukum Republik Indonesia dengan Surat Keputusan Nomor AHU-0002115.AH.01.02.tahun 2026 tanggal 15 Januari 2026.

Berdasarkan Pasal 3 Anggaran Dasar Perusahaan, maksud dan tujuan Perusahaan adalah bergerak di bidang Industri Pengolahan; Pengangkutan dan Pergudangan; Penyediaan Akomodasi dan Penyediaan Makan Minum; Informasi dan Komunikasi; Real Estat; Aktivitas Profesional, Ilmiah dan Teknis; Aktivitas Penyewaan dan Sewa Guna Usaha tanpa Hak Opsi, Ketenagakerjaan, Agen Perjalanan dan Penunjang Usaha Lainnya; Kesenian, Hiburan dan Rekreasi, perdagangan besar dan eceran, aktivitas penyewaan dan sewa guna usaha tanpa hak opsi serta aktivitas olahraga dan rekreasi lainnya.

**PT JAKARTA TOURISINDO (PERSERODA)**  
**CATATAN ATAS LAPORAN KEUANGAN**  
**Untuk Tahun-Tahun Yang Berakhir**  
**Pada Tanggal 31 Desember 2025 dan 2024**  
*(Disajikan dalam Rupiah Penuh, Kecuali Dinyatakan Lain)*

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**1. UMUM** *(lanjutan)*

**a. Pendirian Perusahaan dan Informasi Umum** *(lanjutan)*

Untuk mencapai maksud dan tujuan tersebut diatas, Perusahaan dapat melaksanakan kegiatan usaha berupa Industri Pengolahan; Pengangkutan dan Pergudangan; Penyediaan Akomodasi dan Penyediaan Makan dan Minum; Informasi dan Akomodasi; Real Estat; Aktivitas Profesional, Ilmiah dan Teknis; Aktivitas Penyewaan dan Sewa Guna Usaha tanpa Hak Opsi, Ketenagakerjaan, Agen Perjalanan dan Penunjang Usaha Lainnya; Kesenian, Hiburan dan Rekreasi; Perdagangan Besar dan Eceran; Aktivitas Penyewaan dan Sewa Guna Usaha tanpa Hak Opsi; Aktivitas Olahraga dan Rekreasi Lainnya.

Perusahaan berdomisili di Jakarta, dan beralamat di Jl. Letjen. Suprpto, Cempaka Putih, Jakarta.

**b. Dewan Komisaris, Direksi, dan Karyawan**

Dalam Tahun 2025 telah terjadi Perubahan Pengurus Perseroan yaitu Pemberhentian dan Pengangkatan Dewan Komisaris.

Komisaris Utama diangkat berdasarkan Keputusan Para Pemegang Saham di Luar Rapat Tentang Perubahan susunan Dewan Komisaris Perseroan Terbatas Jakarta Tourisindo (Perseroda) pada tanggal 15 September 2025 dan telah di tuangkan kedalam Akta Notaris Nomor 7 tanggal 13 Oktober 2025 oleh Notaris Abdul Kholik, S.H., M.Kn dan telah mendapat pengesahan dari Kementerian Hukum Dan Hak Asasi Manusia Republik Indonesia Direktorat Administrasi Hukum Umum Nomor AHU-AH.01.09-0349604 tanggal 13 Oktober 2025.

Komisaris diangkat melalui Keputusan diluar Rapat Para Pemegang Saham di Rapat Umum Pemegang Saham PT Jakarta Tourisindo (Perseroda) pada tanggal 25 Juli 2025 dan telah di tuangkan kedalam Akta Notaris Nomor 2 tanggal 4 Agustus 2025 dan telah mendapat pengesahan dari Kementerian Hukum Republik Indonesia Direktorat Administrasi Hukum Umum Nomor AHU-AH.01.09-0321519 tanggal 6 Agustus 2025.

Direktur Utama diangkat berdasarkan Keputusan Para Pemegang Saham di Luar Rapat Tentang Pemberhentian dan Pengangkatan Direktur Perseroan pada tanggal 30 Januari 2024 dan telah di tuangkan kedalam Akta Notaris Nomor 14 tanggal 31 Januari 2025 dan telah mendapat pengesahan dari Kementerian Hukum Dan Hak Asasi Manusia Republik Indonesia Direktorat Administrasi Hukum Umum Nomor AHU-AH.01.09-004637 tanggal 01 Februari 2024.

Pada bulan November 2023 terjadi perubahan Direktur Perseroan (Pergantian Direktur Operasional dan Pengangkatan Kembali Direktur Administrasi Keuangan) berdasarkan Keputusan Para Pemegang Saham di Luar Rapat tentang Pemberhentian dan Pengangkatan Direktur Perseroan tanggal 24 November 2023 dan telah dituangkan kedalam Akta Notaris Nomor 27 tanggal 30 November 2023 dan telah mendapatkan pengesahan dari Kementrian Hukum Dan Hak Asasi Manusia Republik Indonesia Direktorat Administrasi Hukum Umum Nomor AHU-AH.01.09-0191436 tanggal 1 Desember 2023.

**PT JAKARTA TOURISINDO (PERSERODA)**  
**CATATAN ATAS LAPORAN KEUANGAN**  
**Untuk Tahun-Tahun Yang Berakhir**  
**Pada Tanggal 31 Desember 2025 dan 2024**  
*(Disajikan dalam Rupiah Penuh, Kecuali Dinyatakan Lain)*

**1. UMUM (lanjutan)**

**b. Dewan Komisaris, Direksi, dan Karyawan (lanjutan)**

Dengan demikian, susunan kepengurusan Perusahaan per 31 Desember 2025 dan 31 Desember 2024 sebagai berikut:

|                 |   | <u>31 Desember 2025</u>       | <u>31 Desember 2024</u>       |
|-----------------|---|-------------------------------|-------------------------------|
| Komisaris Utama | : | Biem Triani Benjamin          | Agus Sudarno                  |
| Komisaris       | : | Yuari Prayanto                | Muhamad Ichwan<br>Ridwan      |
| Komisaris       | : | Peronata Taufik Fatah         | -                             |
| Direktur Utama  | : | Yunn Bali Mohammad<br>Yusuf   | Yunn Bali Mohammad<br>Yusuf   |
| Direktur        | : | H. Zulfarshah                 | H. Zulfarshah                 |
| Direktur        | : | Bogi Aditya Satrio<br>Nugroho | Bogi Aditya Satrio<br>Nugroho |

Jumlah pegawai per 31 Desember 2025 dan 2024 adalah sebagai berikut: (tidak diaudit)

|                         |   | <u>31 Desember 2025</u> | <u>31 Desember 2024</u> |
|-------------------------|---|-------------------------|-------------------------|
| 1. Pegawai tetap        | : | 296                     | 321                     |
| 2. Tenaga kerja kontrak | : | 89                      | 73                      |
| <b>Total Pegawai</b>    |   | <b>385</b>              | <b>394</b>              |

**c. Kegiatan Usaha**

Kegiatan usaha Perusahaan berupa jasa akomodasi (perhotelan) dan kepariwisataan sebagai berikut:

1. The Tavia Heritage Hotel, Jl. Letjen Suprpto, Jakarta Pusat.
2. The Tavia Riverside Resort & Convention (d/h Grand Cempaka Resort & Convention), Jl. Raya Cipayung Km.17 Cipayung, Bogor.
3. C'One Hotel Cempaka Putih, Jl. Letjen Suprpto, Jakarta Pusat.
4. C'One Hotel Pulomas, Jl. Jend. A. Yani, Jakarta Timur.
5. d'Arcici Hotel Plumpang, Jl. Plumpang Raya, Jakarta Utara.
6. d'Arcici Hotel Sunter, Jl. Sunter Permai Raya, Sunter Paradise, Jakarta Utara.
7. d'Arcici Hotel Cempaka Putih beserta fasilitas penunjang, Jl. Letjen Suprpto, Jakarta Pusat.
8. *Tourism Development*, Jl. Letjen suprpto, Jakarta Pusat.

## **2. KEBIJAKAN AKUNTANSI MATERIAL**

### **a. Kepatuhan Terhadap Standar Akuntansi Keuangan (SAK)**

Laporan keuangan telah disusun dan disajikan sesuai dengan Standar Akuntansi Keuangan di Indonesia yang meliputi Pernyataan Standar Akuntansi Keuangan (PSAK) dan Interpretasi Standar Akuntansi Keuangan (ISAK) yang dikeluarkan oleh Dewan Standar Akuntansi Keuangan – Ikatan Akuntan Indonesia (DSAK – IAI).

### **b. Dasar Penyusunan Laporan Keuangan**

Laporan keuangan, kecuali laporan arus kas, disusun berdasarkan metode akrual dengan menggunakan konsep biaya historis, kecuali untuk beberapa akun tertentu yang diukur berdasarkan pengukuran sebagaimana diuraikan dalam kebijakan akuntansi masing-masing akun tersebut.

Laporan arus kas disusun dengan menggunakan metode langsung, yang menyajikan penerimaan dan pengeluaran kas dan setara kas yang diklasifikasikan sebagai aktivitas operasi, investasi dan pendanaan.

Mata uang pelaporan yang digunakan dalam penyusunan laporan keuangan adalah Rupiah yang merupakan mata uang fungsional Perusahaan. Seluruh angka dalam laporan keuangan ini, kecuali dinyatakan secara khusus, disajikan dalam Rupiah penuh.

Penyusunan laporan keuangan sesuai dengan Standar Akuntansi Keuangan di Indonesia mengharuskan manajemen membuat estimasi dan asumsi yang mempengaruhi jumlah aset dan kewajiban dan pengungkapan aset dan kewajiban kontinjensi pada tanggal laporan keuangan serta jumlah pendapatan dan beban selama periode pelaporan. Realisasi dapat berbeda dengan jumlah yang diestimasi.

### **c. Perubahan atas Pernyataan Standar Akuntansi Keuangan ("PSAK") dan Interpretasi Standar Akuntansi Keuangan ("ISAK")**

Standar, amendemen/penyesuaian dan interpretasi standar yang berlaku efektif untuk periode yang dimulai pada atau setelah 1 Januari 2025, dengan penerapan ini diperkenankan yaitu Amendemen PSAK 221 "Pengaruh Perubahan Kurs Valuta Asing" tentang kekurangan ketertukaran.

Standar, amendemen/penyesuaian dan interpretasi standar yang berlaku efektif untuk periode yang dimulai pada atau setelah 1 Januari 2026, dengan penerapan ini diperkenankan yaitu sebagai berikut:

- Amendemen PSAK 109 dan 107: Kontrak yang mengacu pada listrik bergantung alam.
- Penyesuaian tahunan PSAK 107 "Instrumen Keuangan: Pengungkapan", PSAK 109 "Instrumen Keuangan" dan PSAK 207 "Laporan Arus Kas".
- Amendemen PSAK 109 "Instrumen Keuangan" dan PSAK 107 "Instrumen Keuangan: Pengungkapan" tentang klasifikasi dan pengukuran instrumen keuangan.

Standar yang berlaku efektif untuk periode yang dimulai pada atau setelah 1 Januari 2027, dengan penerapan ini diperkenankan yaitu PSAK 118 "Penyajian dan Pengungkapan dalam Laporan Keuangan".

Pada tanggal penerbitan laporan keuangan ini, Perusahaan sedang mempelajari dampak yang mungkin timbul dari penerapan amendemen terhadap laporan keuangan Perusahaan.

## **2. KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)**

### **d. Aset dan Liabilitas Keuangan**

Perseroan melakukan penerapan PSAK 109, yang mensyaratkan pengaturan instrumen keuangan terkait klasifikasi dan pengukuran, penurunan nilai atas instrumen aset keuangan dan akuntansi lindung nilai. Perseroan mengklasifikasikan aset keuangannya dalam kategori: (i) aset keuangan yang diukur pada nilai wajar melalui laporan laba rugi atau melalui penghasilan komprehensif lain, (ii) aset keuangan yang diukur dengan biaya perolehan diamortisasi. Klasifikasi dan pengukuran aset keuangan harus didasarkan pada bisnis model dan arus kas kontraktual - apakah semata dari pembayaran pokok dan bunga. Manajemen menentukan klasifikasi aset keuangan tersebut pada pengakuan awal, perubahan setelah penerapan awal sangat jarang terjadi.

#### **(i) Aset keuangan**

Pada tanggal 31 Desember 2025 dan 2024 Perusahaan memiliki aset keuangan yang diklasifikasikan sebagai aset keuangan yang diukur dengan biaya perolehan diamortisasi. Aset keuangan yang diukur dengan biaya perolehan diamortisasi meliputi kas dan setara kas, piutang usaha, dan piutang lain-lain. Aset keuangan diklasifikasikan sebagai aset lancar, jika jatuh tempo dalam waktu 12 bulan, jika tidak maka aset keuangan ini diklasifikasikan sebagai aset tidak lancar.

Aset keuangan yang diukur dengan biaya diamortisasi pada awalnya diakui sebesar nilai wajarnya ditambah dengan biaya-biaya transaksi dan selanjutnya diukur pada biaya perolehan diamortisasi dengan menggunakan metode suku bunga efektif.

#### Metode suku bunga efektif

Metode suku bunga efektif adalah metode yang digunakan untuk menghitung biaya perolehan diamortisasi dari instrumen keuangan dan metode untuk mengalokasikan pendapatan bunga selama periode yang relevan. Suku bunga efektif adalah suku bunga yang secara tepat mendiskontokan estimasi penerimaan kas di masa datang (mencakup seluruh komisi dan bentuk lain yang dibayarkan dan diterima oleh para pihak dalam kontrak yang merupakan bagian yang tak terpisahkan dari suku bunga efektif, biaya transaksi, dan premium dan diskonto lainnya) selama perkiraan umur instrumen keuangan, atau, jika lebih tepat, digunakan periode yang lebih singkat untuk memperoleh nilai tercatat bersih dari aset keuangan pada saat pengakuan awal.

Pendapatan diakui berdasarkan suku bunga efektif untuk instrumen keuangan.

Per tanggal, 31 Desember 2025 dan 2024 Perusahaan tidak memiliki aset keuangan yang diukur pada nilai wajar melalui laporan laba rugi atau melalui penghasilan komprehensif lain.

#### Penurunan nilai aset keuangan

Pada setiap periode pelaporan, Perusahaan menilai apakah risiko kredit dari instrumen keuangan telah meningkat secara signifikan sejak pengakuan awal. Ketika melakukan penilaian atas cadangan kerugian ekspektasian, Perusahaan mengevaluasi risiko gagal bayar yang mungkin terjadi sepanjang perkiraan usia instrumen keuangan dalam menentukan jumlah kerugian kredit ekspektasian dengan mempertimbangkan ketersediaan informasi kejadian masa lalu, kondisi terkini dan perkiraan atas kondisi ekonomi di masa depan.

Perusahaan menerapkan metode yang disederhanakan untuk mengukur kerugian kredit ekspektasian tersebut terhadap piutang usaha dan piutang lain-lain tanpa komponen pendanaan yang signifikan.



**2. KEBIJAKAN AKUNTANSI MATERIAL** *(lanjutan)*

**d. Aset dan Liabilitas Keuangan** *(lanjutan)*

(i) Aset keuangan *(lanjutan)*

Penghentian pengakuan aset keuangan

Perusahaan menghentikan pengakuan aset keuangan, jika dan hanya jika: hak kontraktual atas arus kas yang berasal dari aset keuangan tersebut berakhir; atau Perusahaan telah mentransfer hak kontraktual untuk menerima arus kas yang berasal dari aset keuangan; atau tetap memiliki hak kontraktual untuk menerima arus kas yang berasal dari aset keuangan namun juga menanggung liabilitas kontraktual untuk membayar arus kas yang diterima tersebut kepada satu atau lebih pihak penerima melalui suatu kesepakatan yang memenuhi persyaratan tertentu. Ketika Perusahaan mentransfer aset keuangan, maka Perusahaan mengevaluasi sejauh mana Perusahaan tetap memiliki risiko dan manfaat atas kepemilikan aset keuangan tersebut.

(ii) Liabilitas keuangan dan instrumen ekuitas

Liabilitas keuangan dalam lingkup PSAK 109 diklasifikasikan sebagai berikut: (i) liabilitas keuangan yang diukur dengan biaya perolehan diamortisasi, (ii) liabilitas keuangan yang diukur dengan nilai wajar melalui laba rugi atau melalui penghasilan komprehensif lain. Perusahaan menentukan klasifikasi liabilitas keuangan mereka pada saat pengakuan awal.

Perusahaan memiliki liabilitas keuangan yang diklasifikasikan dalam liabilitas keuangan yang diukur dengan biaya perolehan diamortisasi. Seluruh liabilitas keuangan diakui pada awalnya sebesar nilai wajar dan, dalam hal pinjaman dan utang, termasuk biaya transaksi yang dapat diatribusikan secara langsung dan selanjutnya diukur pada biaya perolehan diamortisasi dengan menggunakan metode suku bunga efektif. Amortisasi suku bunga efektif termasuk di dalam biaya keuangan dalam laba rugi.

Liabilitas keuangan yang diukur pada biaya perolehan diamortisasi antara lain utang usaha dan utang lain-lain, beban yang masih harus dibayar, utang pihak berelasi dan utang bank jangka panjang. Liabilitas keuangan diklasifikasikan sebagai liabilitas jangka panjang jika jatuh tempo melebihi 12 bulan dan sebagai liabilitas jangka pendek jika jatuh tempo yang tersisa kurang dari 12 bulan.

Tidak terdapat perubahan dalam klasifikasi dan pengukuran liabilitas keuangan antara PSAK 109 dengan PSAK 239.

Perusahaan tidak memiliki liabilitas keuangan diklasifikasikan dalam nilai wajar melalui laba rugi ("FVTPL") atau melalui penghasilan komprehensif lain ("FVOCI").

Instrumen ekuitas

Instrumen ekuitas adalah setiap kontrak yang memberikan hak residual atas aset Perusahaan setelah dikurangi dengan seluruh liabilitasnya. Instrumen ekuitas dicatat sebesar hasil penerimaan bersih setelah dikurangi biaya penerbitan langsung.

Pembelian kembali instrumen ekuitas Perusahaan (saham diperoleh kembali) diakui dan dikurangkan secara langsung dari ekuitas. Keuntungan dan kerugian yang timbul dari pembelian, penjualan, penerbitan atau pembatalan instrumen ekuitas Perusahaan tersebut tidak diakui dalam laba rugi.

**2. KEBIJAKAN AKUNTANSI MATERIAL** *(lanjutan)*

**d. Aset dan Liabilitas Keuangan** *(lanjutan)*

**(ii) Liabilitas keuangan dan instrumen ekuitas** *(lanjutan)*

Penghentian pengakuan atas liabilitas keuangan

Liabilitas keuangan dihentikan pengakuannya jika liabilitas yang ditetapkan dalam kontrak dilepaskan atau dibatalkan atau kadaluarsa.

Jika suatu liabilitas keuangan yang ada digantikan dengan liabilitas yang lain pada keadaan yang secara substansial berbeda, atau berdasarkan suatu liabilitas yang ada yang secara substansial telah diubah, maka pertukaran atau modifikasi tersebut diperlakukan sebagai penghentian pengakuan liabilitas awal dan pengakuan liabilitas baru, dan perbedaan nilai tercatat masing-masing diakui dalam laba rugi.

**(iii) Instrumen keuangan disaling-hapus**

Aset keuangan dan liabilitas keuangan disaling-hapus dan nilai netonya disajikan dalam laporan posisi keuangan jika memiliki hak yang berkekuatan hukum untuk melakukan saling hapus atas jumlah yang telah diakui tersebut dan berniat untuk menyelesaikan secara neto atau untuk merealisasikan aset dan menyelesaikan liabilitasnya secara simultan. Hak saling hapus tidak kontingen atas peristiwa di masa depan dan dapat dipaksakan secara hukum dalam situasi bisnis yang normal dan dalam peristiwa gagal bayar, atau peristiwa kepailitan atau kebangkrutan Perusahaan atau pihak lawan.

**e. Transaksi dengan Pihak Berelasi**

Pihak-pihak berelasi adalah orang atau entitas yang terkait dengan entitas pelapor:

- 1) Orang atau anggota keluarga terdekat mempunyai relasi dengan entitas pelapor jika orang tersebut:
  - i. Memiliki pengendalian atau pengendalian bersama entitas pelapor;
  - ii. Memiliki pengaruh signifikan atas entitas pelapor; atau
  - iii. Personil manajemen kunci entitas pelapor atau entitas induk dari entitas pelapor.
- 2) Suatu entitas berelasi dengan entitas pelapor jika memenuhi salah satu hal berikut:
  - i. Entitas dan entitas pelapor adalah anggota kelompok usaha yang sama (artinya entitas induk, entitas anak, dan entitas anak berikutnya terkait dengan entitas lain).
  - ii. Suatu entitas adalah entitas asosiasi atau ventura bersama dari entitas lain (atau entitas asosiasi atau entitas ventura bersama yang merupakan anggota suatu kelompok usaha, yang mana entitas lain tersebut adalah anggotanya).
  - iii. Kedua entitas tersebut adalah ventura bersama dari pihak ketiga yang sama.
  - iv. Suatu entitas adalah ventura bersama dari entitas ketiga dan entitas yang lain adalah entitas asosiasi dari entitas ketiga.
  - v. Entitas tersebut adalah suatu program imbalan pasca kerja untuk imbalan kerja dari salah satu entitas pelapor atau entitas yang terkait dengan entitas pelapor. Jika entitas pelapor adalah entitas yang menyelenggarakan program tersebut, maka entitas sponsor juga berelasi dengan entitas pelapor.
  - vi. Entitas yang dikendalikan atau dikendalikan bersama oleh orang yang diidentifikasi dalam poin (1).
  - vii. Orang yang diidentifikasi dalam poin (1) (i) memiliki pengaruh signifikan atas entitas atau personil manajemen kunci entitas (atau entitas induk dari entitas).

Transaksi signifikan yang dilakukan dengan pihak-pihak berelasi diungkapkan dalam catatan atas laporan keuangan.

**2. KEBIJAKAN AKUNTANSI MATERIAL** *(lanjutan)*

**f. Kas dan Setara Kas**

Kas dan setara kas terdiri dari uang kas, uang yang ada di bank serta deposito berjangka yang akan jatuh tempo dalam waktu tiga bulan atau kurang dari tanggal penempatannya dan tidak digunakan sebagai jaminan atas utang serta tidak dibatasi penggunaannya.

**g. Piutang Usaha dan Piutang Non-Usaha**

Piutang usaha merupakan jumlah yang terutang dari pelanggan atas penyerahan jasa atau penjualan makanan dan minuman dalam kegiatan usaha normal. Jika piutang diperkirakan dapat ditagih dalam waktu satu tahun atau kurang (atau dalam siklus operasi normal jika lebih panjang), piutang diklasifikasikan sebagai aset lancar. Jika tidak, piutang disajikan sebagai aset tidak lancar.

**h. Persediaan dan Penyisihan Persediaan**

Persediaan dinyatakan berdasarkan biaya perolehan atau nilai realisasi bersih, mana yang lebih rendah. Biaya perolehan ditentukan dengan metode rata-rata tertimbang. Nilai realisasi bersih adalah estimasi harga jual di dalam kegiatan usaha biasa dikurangi beban-beban penjualan variabel.

Penyisihan untuk persediaan usang dan penurunan nilai persediaan, jika ada, dilakukan dengan mengurangi nilai tercatat persediaan ke nilai realisasi bersih persediaan berdasarkan hasil penelaahan terhadap keadaan persediaan pada akhir tahun.

Barang dan perlengkapan hotel terdiri dari makanan, minuman, perlengkapan teknik, dan perlengkapan hotel. Persediaan tersebut dinyatakan sebesar nilai yang lebih rendah antara biaya perolehan, yang ditentukan dengan menggunakan metode *First In First Out (FIFO)* atau nilai realisasi bersih.

**i. Beban Dibayar Dimuka**

Beban dibayar dimuka diamortisasi berdasarkan masa manfaat dengan menggunakan metode garis lurus.

**j. Aset kontrak**

Aset kontrak diakui ketika telah dilakukan pengalihan barang atau jasa kepada pelanggan sebelum pelanggan membayar imbalan atau sebelum pembayaran jatuh tempo, entitas menyajikan kontrak sebagai aset kontrak, tidak termasuk jumlah yang disajikan sebagai piutang (Catatan 2s).

**k. Investasi pada Entitas Asosiasi dan Ventura Bersama**

Perusahaan menerapkan secara prospektif PSAK 228 "Investasi pada Entitas Asosiasi dan Ventura Bersama".

Investasi pada entitas asosiasi diukur dengan menggunakan metode ekuitas. Entitas asosiasi adalah suatu entitas dimana Perusahaan mempunyai pengaruh signifikan. Sesuai dengan metode ekuitas, nilai perolehan investasi ditambah atau dikurang dengan bagian Perusahaan atas laba atau rugi neto, dan penerimaan dividen dari entitas asosiasi sejak tanggal perolehan.

Investasi pada saham yang tidak tersedia nilai wajarnya dengan kepemilikan kurang dari 20% dicatat pada biaya perolehannya dan disajikan sebagai "investasi pada entitas asosiasi" dalam laporan posisi keuangan.

## **2. KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)**

### **k. Investasi pada Entitas Asosiasi dan Ventura Bersama (lanjutan)**

Laporan laba rugi dan penghasilan komprehensif lain mencerminkan bagian atas hasil operasi dari entitas asosiasi. Bila terdapat perubahan yang diakui langsung pada ekuitas dari entitas asosiasi, Perusahaan mengakui bagiannya atas perubahan tersebut dan mengungkapkan hal ini, jika dapat diterapkan, dalam laporan perubahan ekuitas. Laba atau rugi yang belum direalisasi sebagai hasil dari transaksi-transaksi antara Perusahaan dengan entitas asosiasi dieliminasi pada jumlah sesuai dengan kepentingan Perusahaan dalam entitas asosiasi.

Pada setiap tanggal pelaporan, Perusahaan menentukan apakah terdapat bukti objektif bahwa telah terjadi penurunan nilai pada investasi pada entitas asosiasi. Jika demikian, maka Perusahaan menghitung besarnya penurunan nilai sebagai selisih antara jumlah yang terpulihkan dan nilai tercatat atas investasi pada entitas asosiasi dan mengakui selisih tersebut pada "bagian atas hasil bersih entitas asosiasi dan ventura bersama" di laporan laba rugi. Kerugian yang belum direalisasi juga dieliminasi kecuali transaksi tersebut memberikan bukti penurunan nilai atas aset yang ditransfer. Kebijakan akuntansi entitas asosiasi disesuaikan jika diperlukan untuk memastikan konsistensi dengan kebijakan yang diterapkan oleh Perusahaan.

### **l. Aset Tetap**

Perusahaan menggunakan metode biaya untuk pengukuran aset tetapnya. Aset tetap, kecuali tanah setelah pengakuan awal, dinyatakan berdasarkan biaya perolehan dikurangi akumulasi penyusutan dan rugi penurunan nilai. Penyusutan aset tetap dihitung dengan menggunakan metode garis lurus berdasarkan taksiran masa manfaat ekonomis aset tetap yang bersangkutan. Taksiran masa manfaat ekonomis untuk masing-masing aset tetap adalah sebagai berikut:

| <b>Jenis Aset</b>         | <b>Masa Manfaat (tahun)</b> | <b>Tarif</b>   |
|---------------------------|-----------------------------|----------------|
| Sarana dan Prasarana      | 10 s.d. 20                  | 5% s.d. 10%    |
| Bangunan                  | 10 s.d. 20                  | 5% s.d. 10%    |
| Mesin dan Peralatan       | 4 s.d. 8                    | 12,5% s.d. 25% |
| Furnitur dan Perlengkapan | 4 s.d. 8                    | 12,5% s.d. 25% |
| Perlengkapan Kantor       | 4 s.d. 8                    | 12,5% s.d. 25% |
| Peralatan Listrik         | 4 s.d. 8                    | 12,5% s.d. 25% |
| Peralatan Komunikasi      | 4 s.d. 8                    | 12,5% s.d. 25% |
| Perlengkapan Operasional  | 4 s.d. 8                    | 12,5% s.d. 25% |
| Peralatan                 | 4 s.d. 8                    | 12,5% s.d. 25% |
| Kendaraan                 | 8                           | 12,5%          |
| Lain-lain                 | 4 s.d. 8                    | 12,5% s.d. 25% |

Tanah dinyatakan pada harga perolehan dan tidak disusutkan. Biaya perolehan tanah termasuk biaya pematangan, konstruksi dan persiapan tanah sampai siap digunakan termasuk komisi perantara. Biaya-biaya tertentu yang berhubungan dengan perolehan atau perpanjangan hak atas tanah ditangguhkan dan diamortisasi selama masa hak atau masa manfaat tanah, mana yang lebih pendek. Biaya-biaya tersebut disajikan sebagai "Aset lain-lain" di laporan posisi keuangan.

Biaya-biaya setelah perolehan awal seperti penggantian komponen dan inspeksi yang signifikan, diakui dalam jumlah tercatat aset tetap jika besar kemungkinan manfaat ekonomis di masa depan akan mengalir ke Perusahaan dan biaya tersebut dapat diukur secara andal. Sisa jumlah tercatat biaya komponen yang diganti atau biaya inspeksi terdahulu dihentikan pengakuannya. Biaya perbaikan dan pemeliharaan yang tidak memenuhi kriteria pengakuan diakui dalam laporan laba rugi dan penghasilan komprehensif lain pada saat terjadinya.



## **2. KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)**

### **I. Aset Tetap (lanjutan)**

Umur manfaat dan metode depresiasi diterapkan secara konsisten sesuai dengan ekspektasi pola manfaat ekonomis dari aset tersebut.

Ketika suatu aset dilepaskan atau tidak ada manfaat ekonomis masa depan yang diharapkan dari penggunaan atau pelepasannya, biaya perolehan dan akumulasi penyusutan dan akumulasi rugi penurunan nilai, jika ada, dikeluarkan dari akun tersebut. Laba atau rugi yang timbul dari penghentian pengakuan aset tetap akan dimasukkan dalam laporan laba rugi dan penghasilan komprehensif lain.

Aset dalam penyelesaian dinyatakan sebesar biaya perolehan dan disajikan sebagai bagian dari aset tetap. Biaya pinjaman yang timbul dari pinjaman yang dikeluarkan khusus untuk mendanai pembangunan, dikapitalisasi selama periode sampai selesai. Setelah pembangunan selesai, biaya yang dikapitalisasi tersebut dipindahkan ke aset tetap.

Pada setiap akhir periode pelaporan, Perusahaan menilai apakah terdapat indikasi aset mengalami penurunan nilai. Jika terdapat indikasi tersebut, maka Perusahaan mengestimasi jumlah terpulihkan aset tersebut. Jumlah terpulihkan suatu aset atau unit penghasil kas adalah jumlah yang lebih tinggi antara nilai wajar dikurangi biaya untuk menjual dan nilai pakainya. Jika jumlah terpulihkan suatu aset lebih kecil dari nilai tercatatnya, nilai tercatat aset harus diturunkan menjadi sebesar jumlah terpulihkan. Kerugian penurunan nilai diakui segera dalam laba atau rugi.

Aset tetap Perusahaan merupakan aset tetap eks PD Wisata Niaga Jaya dan Yayasan Wisma Jaya Raya, yang dialihkan kepada Perusahaan berdasarkan Peraturan Daerah Provinsi Daerah Khusus Ibukota Jakarta No. 5 Tahun 2004 tanggal 27 Juli 2004, tentang Perubahan Bentuk Badan Hukum Perusahaan Daerah Wisata Niaga Jaya Daerah Khusus Ibukota Jakarta dan Yayasan Wisma Jaya Raya Menjadi Perseroan Terbatas Jakarta Tourisindo dan Penyertaan Modal Pemerintah Provinsi Daerah Khusus Ibukota Jakarta Pada Perseroan Terbatas Jakarta Tourisindo.

Mengacu pada Perda di atas, nilai perolehan aset tetap adalah nilai aset tetap eks PD Wisata Niaga Jaya dan Yayasan Wisma Jaya Raya yang dinilai kembali oleh Pemda Provinsi DKI Jakarta. Aset tetap tanah dinilai berdasarkan NJOP, sedangkan bangunan, inventaris dan kendaraan berdasarkan nilai appraisal oleh PT Vigers Indonesia sebagai berikut:

|                           |                                                                                                                                                                        |
|---------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| No.11609/VHS/RPT/X/2003   | : Laporan Penilaian Tanah dan Bangunan Lapangan Lebak Lestari Perumahan Lebak Lestari Indah Jl. Taman Lebak Bulus VII Kel. Lebak Bulus Kec. Cilandak, Jakarta Selatan. |
| No.11638/VHS/RPT/X/2003   | : Laporan Penilaian Tanah dan Bangunan Jl. Plumpang Raya No.1 Jakarta Utara.                                                                                           |
| No.11654/VHS/RPT/XII/2003 | : Laporan Penilaian Tanah Kosong Jl. Raya Cisolok Pelabuhan Ratu, Sukabumi.                                                                                            |
| No.11687/VHS/RPT/XII/2003 | : Laporan Penilaian Tanah dan Bangunan Pertokoan dan Perkantoran Jasa Cempaka Jl. Letjen Suprpto Blok B1 Kec. Cempaka Putih Barat, Kec. Cempaka Putih Jakarta Pusat.   |
| No.11688/VHS/RPT/XII/2003 | : Laporan Penilaian Tanah dan Bangunan eks Rumah Bersalin Jasa Cempaka.                                                                                                |
| No.11689/VHS/RPT/XII/2003 | : Laporan Penilaian Tanah dan Bangunan Stadion Rawasari Jasa Cempaka, Jl. Cempaka Putih Barat XXVI, Jakarta Pusat.                                                     |
| No.11690/VHS/RPT/XII/2003 | : Laporan Penilaian Tanah dan Bangunan Lapangan Tenis Jasa Cempaka, Jl. Cempaka Putih Tengah XIV, Jakarta Pusat.                                                       |



**PT JAKARTA TOURISINDO (PERSERODA)**  
**CATATAN ATAS LAPORAN KEUANGAN**  
**Untuk Tahun-Tahun Yang Berakhir**  
**Pada Tanggal 31 Desember 2025 dan 2024**  
*(Disajikan dalam Rupiah Penuh, Kecuali Dinyatakan Lain)*

**2. KEBIJAKAN AKUNTANSI MATERIAL** *(lanjutan)*

**l. Aset Tetap** *(lanjutan)*

|                           |                                                                                                     |
|---------------------------|-----------------------------------------------------------------------------------------------------|
| No.11691/VHS/RPT/XII/2003 | : Laporan Penilaian Tanah dan Bangunan Lapangan Tenis<br>Jasa Cempaka Barat XVIII, Jakarta Pusat.   |
| No.11895/VHS/RPT/XII/2003 | : Laporan Penilaian Hotel Cempaka Jakarta.                                                          |
| No.12010/VHS/RPT/XII/2003 | : Laporan Penilaian Tanah dan Bangunan KPU<br>Jl. Letjen Suprpto Jakarta Pusat.                     |
| No.12011/VHS/RPT/XII/2003 | : Laporan Penilaian Hotel Cempaka Satu Jakarta.                                                     |
| No.12019/VHS/RPT/XII/2003 | : Laporan Penilaian Hotel Cempaka Dua Jakarta.                                                      |
| No.12053/VHS/RPT/XII/2003 | : Laporan Penilaian Hotel Cempaka Jaya Jakarta.                                                     |
| No.12209/VHS/RPT/III/2004 | : Laporan Penilaian atas Tanah Kosong, Jl. TB Simatupang<br>Kav.42 Cilandak Barat, Jakarta Selatan. |
| No.12221/VHS/RPT/III/2004 | : Laporan Penilaian Apartemen Cempaka Sunter.                                                       |
| No.12881/VHS/RPT/VI/2004  | : Laporan Penilaian Yayasan Wisma Jaya Raya.                                                        |

**m. Properti Investasi**

Perusahaan menerapkan PSAK 240: Properti investasi adalah properti (tanah atau bangunan atau bagian dari suatu bangunan atau kedua-duanya) untuk menghasilkan rental atau untuk kenaikan nilai atau kedua-duanya.

Properti investasi pada awalnya diukur sebesar biaya perolehan dan biaya pembangunan (termasuk biaya pinjaman yang terjadi).

Sebelum tanggal 31 Desember 2024, properti investasi diukur menggunakan model biaya untuk pengukuran setelah pengakuan. Berdasarkan model biaya, properti investasi diukur sebesar nilai perolehan setelah dikurangi akumulasi penyusutan dan setiap akumulasi kerugian penurunan nilai. Properti investasi disusutkan dengan metode garis lurus (*straight-line method*) selama estimasi masa manfaatnya yakni 20 (dua puluh) tahun.

Masa manfaat ekonomis, nilai residu dan metode penyusutan direview setiap akhir tahun dan pengaruh dari setiap perubahan estimasi tersebut berlaku prospektif.

Mulai tanggal 1 Juli 2024, Perusahaan menggunakan model nilai wajar untuk pengukuran setelah pengakuan. Berdasarkan nilai wajar, keuntungan atau kerugian yang timbul dari perubahan nilai wajar properti investasi diakui dalam laba rugi pada periode saat terjadinya

Properti investasi dihentikan pengakuannya pada saat dilepaskan atau ketika properti investasi tidak digunakan lagi secara permanen dan tidak memiliki manfaat ekonomi masa depan yang diperkirakan dari pelepasannya. Keuntungan atau kerugian yang timbul dari penghentian atau pelepasan properti investasi ditentukan dari selisih antara hasil neto pelepasan dan jumlah tercatat aset dan diakui dalam laba rugi pada periode terjadinya penghentian atau pelepasan.

**n. Sewa**

Perusahaan sebagai lessee

Pada tanggal permulaan kontrak, Perusahaan menilai apakah kontrak merupakan, atau mengandung, sewa. Suatu kontrak merupakan atau mengandung sewa jika kontrak tersebut memberikan hak untuk mengendalikan penggunaan aset identifikasian selama suatu jangka waktu untuk dipertukarkan dengan imbalan.

## **2. KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)**

### **n. Sewa (lanjutan)**

#### Perusahaan sebagai lessee (lanjutan)

Untuk menilai apakah kontrak memberikan hak untuk mengendalikan penggunaan aset identifikasi, Perusahaan harus menilai apakah:

- Perusahaan memiliki hak untuk mendapatkan secara substansial seluruh manfaat ekonomi dari penggunaan aset identifikasi; dan
- Perusahaan memiliki hak untuk mengarahkan penggunaan aset identifikasi.

Pada tanggal permulaan sewa, Perusahaan mengakui aset hak-guna dan liabilitas sewa. Aset hak-guna diukur pada biaya perolehan, di mana meliputi:

- Jumlah pengukuran awal liabilitas sewa;
- Pembayaran sewa yang dilakukan pada atau sebelum tanggal permulaan, dikurangi dengan insentif sewa;
- Biaya langsung awal yang dikeluarkan; dan
- Estimasi biaya yang akan dikeluarkan untuk membongkar dan memindahkan aset pendasar atau untuk merestorasi aset pendasar ke kondisi yang disyaratkan oleh syarat dan ketentuan sewa.

Untuk kontrak yang mengandung komponen sewa dan tambahan satu atau lebih komponen sewa atau non-sewa, Perusahaan mengalokasikan imbalan dalam kontrak ke masing-masing komponen sewa berdasarkan harga tersendiri relatif dari komponen sewa dan harga tersendiri agregat dari komponen non-sewa.

Aset hak-guna kemudian disusutkan menggunakan metode garis lurus dari tanggal permulaan hingga tanggal yang lebih awal antara akhir umur manfaat aset hak-guna atau akhir masa sewa.

Jika sewa mengalihkan kepemilikan aset pendasar kepada Perusahaan pada akhir masa sewa atau jika biaya perolehan aset hak-guna merefleksikan Perusahaan akan mengeksekusi opsi beli, maka Perusahaan menyusutkan aset hak-guna dari tanggal permulaan hingga akhir umur manfaat aset pendasar. Jika tidak, maka Perusahaan menyusutkan aset hak-guna dari tanggal permulaan hingga tanggal yang lebih awal antara akhir umur manfaat aset hak-guna atau akhir masa sewa.

Liabilitas sewa diukur pada nilai kini pembayaran sewa yang belum dibayar pada tanggal permulaan, didiskontokan dengan menggunakan suku bunga implisit dalam sewa atau jika suku bunga tersebut tidak dapat ditentukan, maka menggunakan suku bunga pinjaman inkremental. Pada umumnya, Perusahaan menggunakan suku bunga pinjaman inkremental sebagai tingkat bunga diskonto.

Jika sewa mengalihkan kepemilikan aset pendasar kepada Perusahaan pada akhir masa sewa atau jika biaya perolehan aset hak-guna merefleksikan Perusahaan akan mengeksekusi opsi beli, maka Perusahaan menyusutkan aset hak-guna dari tanggal permulaan hingga akhir umur manfaat aset pendasar. Jika tidak, maka Perusahaan menyusutkan aset hak-guna dari tanggal permulaan hingga tanggal yang lebih awal antara akhir umur manfaat aset hak-guna atau akhir masa sewa.

Pembayaran sewa yang termasuk dalam pengukuran liabilitas sewa meliputi pembayaran berikut ini:

- Pembayaran tetap, termasuk pembayaran tetap secara substansi dikurangi dengan piutang insentif sewa;
- Pembayaran sewa variabel yang bergantung pada indeks atau suku bunga yang pada awalnya diukur dengan menggunakan indeks atau suku bunga pada tanggal permulaan;
- Jumlah yang diperkirakan akan dibayarkan oleh penyewa dengan jaminan nilai residual;
- Harga eksekusi opsi beli jika Perusahaan cukup pasti untuk mengeksekusi opsi tersebut; dan
- Penalti karena penghentian awal sewa kecuali jika Perusahaan cukup pasti untuk tidak menghentikan lebih awal.

**2. KEBIJAKAN AKUNTANSI MATERIAL** *(lanjutan)*

**n. Sewa** *(lanjutan)*

Perusahaan sebagai lessee *(lanjutan)*

Pembayaran sewa dialokasikan menjadi bagian pokok dan biaya keuangan. Biaya keuangan dibebankan pada laba rugi selama periode sewa sehingga menghasilkan tingkat suku bunga periodik yang konstan atas saldo liabilitas untuk setiap periode.

Perusahaan menyajikan aset hak-guna sebagai akun tersendiri di dalam laporan posisi keuangan.

Sewa jangka pendek dan sewa yang aset dasarnya bernilai rendah.

Perusahaan memutuskan untuk tidak mengakui aset hak-guna dan liabilitas sewa untuk sewa jangka pendek yang memiliki masa sewa 12 bulan atau kurang dan sewa yang aset dasarnya bernilai rendah. Perusahaan mengakui pembayaran sewa atas sewa tersebut sebagai beban dengan dasar garis lurus selama masa sewa.

Modifikasi sewa

Perusahaan mencatat modifikasi sewa sebagai sewa terpisah jika:

- Modifikasi meningkatkan ruang lingkup sewa dengan menambahkan hak untuk menggunakan satu aset pendasar atau lebih; dan
- Imbalan sewa meningkat sebesar jumlah yang setara dengan harga tersendiri untuk peningkatan dalam ruang lingkup dan penyesuaian yang tepat pada harga tersendiri tersebut untuk merefleksikan kondisi kontrak tertentu.

Untuk modifikasi sewa yang tidak dicatat sebagai sewa terpisah, pada tanggal efektif modifikasi sewa, Perusahaan:

- Mengalokasikan imbalan kontrak modifikasian;
- Menentukan masa sewa dari sewa modifikasian;
- Mengukur kembali liabilitas sewa dengan mendiskontokan pembayaran sewa revisian menggunakan tingkat diskonto revisian. Pada tanggal efektif modifikasi, tingkat diskonto revisian ditentukan sebagai suku bunga pinjaman inkremental Perusahaan untuk sisa masa sewa.

Untuk modifikasi sewa yang tidak dicatat sebagai sewa terpisah, Perusahaan mencatat pengukuran kembali liabilitas sewa dengan:

- Menurunkan jumlah tercatat aset hak-guna untuk merefleksikan penghentian sebagian atau sepenuhnya sewa untuk modifikasi sewa yang menurunkan ruang lingkup sewa. Perusahaan mengakui dalam laba rugi setiap keuntungan atau kerugian yang terkait dengan penghentian sebagian atau sepenuhnya sewa tersebut;
- Membuat penyesuaian terkait aset hak-guna untuk seluruh modifikasi sewa lainnya.

Perusahaan sebagai lessor

Sewa di mana Perusahaan tidak mengalihkan secara substansial seluruh risiko dan manfaat yang terkait dengan kepemilikan suatu aset diklasifikasikan sebagai sewa operasi. Pendapatan sewa yang timbul dicatat dengan metode garis lurus selama masa sewa dan dimasukkan dalam pendapatan dalam laporan laba rugi dan penghasilan komprehensif lain karena sifat operasinya. Biaya perolehan langsung awal yang timbul dalam negosiasi dan pengaturan sewa operasi ditambahkan ke nilai tercatat aset sewaan dan diakui selama masa sewa atas dasar yang sama dengan pendapatan sewa. Sewa kontinjensi diakui sebagai pendapatan pada periode perolehannya.

**2. KEBIJAKAN AKUNTANSI MATERIAL** *(lanjutan)*

**o. Utang Usaha dan Utang Non Usaha**

Utang usaha adalah kewajiban membayar barang atau jasa yang telah diterima dalam kegiatan usaha normal dari pemasok. Utang usaha diklasifikasikan sebagai liabilitas jangka pendek jika pembayarannya jatuh tempo dalam waktu satu tahun atau kurang (atau dalam siklus operasi normal, jika lebih lama). Jika tidak, utang tersebut disajikan sebagai liabilitas jangka panjang.

**p. Liabilitas Kontrak**

Liabilitas kontrak diakui ketika jumlah penerimaan dari pelanggan lebih dari saldo kewajiban pelaksanaan yang telah dipenuhi (Catatan 2s).

**q. Pendapatan Diterima Dimuka**

Pendapatan diterima dimuka ditangguhkan pengakuannya dan akan dibukukan sebagai pendapatan sesuai dengan masa manfaat pendapatan tersebut.

**r. Imbalan Kerja**

**Imbalan kerja jangka pendek**

Imbalan kerja jangka pendek diakui pada saat terutang kepada karyawan berdasarkan metode akrual.

**Imbalan pensiun**

Perusahaan mencatat penyisihan imbalan kerja karyawan sesuai dengan Perjanjian Kerja Bersama dan sesuai dengan Undang-Undang Cipta Kerja No. 6/2023 ("UU Cipta Kerja", (UUCK). Penyisihan tambahan tersebut diestimasi dengan menggunakan perhitungan aktuarial metode "*Projected Unit Credit with IFRIC-AD*".

Imbalan pasca kerja seperti pensiun, uang pisah dan uang penghargaan masa kerja dihitung berdasarkan Peraturan Pemerintah No. 35/2021 ("PP 35/2021").

Program imbalan pasti adalah program pensiun yang menentukan jumlah imbalan pensiun yang akan diterima seorang pekerja pada saat pensiun, biasanya tergantung oleh satu faktor atau lebih, misalnya usia, masa bekerja dan kompensasi.

Kewajiban program pensiun imbalan pasti merupakan nilai kini kewajiban imbalan pasti pada akhir periode pelaporan dengan penyesuaian biaya jasa lalu yang belum diakui. Kewajiban imbalan pasti dihitung sekali setahun oleh aktuaris independen dengan menggunakan metode *projected unit credit*.

Nilai kini kewajiban imbalan pasti ditentukan dengan mendiskontokan estimasi arus kas masa depan dengan menggunakan tingkat imbal hasil obligasi pemerintah jangka panjang pada tanggal laporan posisi keuangan dalam mata uang Rupiah sesuai dengan mata uang dimana imbalan tersebut akan dibayarkan dan yang memiliki jangka waktu yang sama dengan kewajiban imbalan pensiun yang bersangkutan.

Keuntungan dan kerugian aktuarial yang timbul dari penyesuaian pengalaman dan perubahan asumsi aktuarial segera diakui seluruhnya melalui penghasilan komprehensif lain dalam periode terjadinya. Akumulasi saldo pengukuran kembali dilaporkan di pendapatan komprehensif lainnya.

Biaya jasa lalu diakui segera dalam laporan laba rugi. Biaya jasa lalu yang timbul dari amandemen atau kurtailmen program diakui sebagai beban dalam laba rugi pada saat terjadinya.



**2. KEBIJAKAN AKUNTANSI MATERIAL** *(lanjutan)*

**r. Imbalan Kerja** *(lanjutan)*

**Imbalan pensiun** *(lanjutan)*

Pada tanggal 4 April 2022, Dewan Standar Akuntansi Keuangan Institut Akuntan Indonesia ("DSAK-IAI") menerbitkan siaran pers mengenai "Mengatribusikan manfaat untuk masa kerja (PSAK 219)" sebagai tanggapan terhadap *International Financial Accounting Standard Interpretation Committee Agenda Decision: International Accounting Standards ("IAS") 19 Employee Benefit – to periods of service ("IFRIC AD")* yang diterbitkan di bulan Mei 2021. DSAK-IAI menilai bahwa skema manfaat pensiun yang diperkenalkan dalam UU Cipta Kerja sepertinya memiliki karakteristik yang serupa dengan pola fakta yang dibahas dalam IFRIC AD.

**s. Pengakuan Pendapatan dan Beban**

Perusahaan menerapkan PSAK 115 "Pendapatan dari Kontrak dengan Pelanggan", yang mensyaratkan pengakuan pendapatan memenuhi 5 (lima) langkah penilaian sebagai berikut:

1. Mengidentifikasi kontrak dengan pelanggan, dengan kriteria sebagai berikut:
  - (a) kontrak telah disetujui oleh pihak-pihak terkait dalam kontrak;
  - (b) Perusahaan bisa mengidentifikasi hak dari pihak-pihak terkait dan jangka waktu pembayaran dari barang atau jasa yang akan dialihkan;
  - (c) kontrak memiliki substansi komersial; dan
  - (d) besar kemungkinan Perusahaan akan menerima imbalan atas barang yang dialihkan.
2. Mengidentifikasi kewajiban pelaksanaan dalam kontrak. Kewajiban pelaksanaan merupakan janji-janji dalam kontrak untuk menyerahkan barang atau jasa yang memiliki karakteristik berbeda ke pelanggan.
3. Penetapan harga transaksi. Harga transaksi merupakan jumlah imbalan yang berhak diperoleh suatu entitas sebagai kompensasi atas diteruskannya barang atau jasa yang dijanjikan ke pelanggan. Jika imbalan yang dijanjikan di kontrak mengandung suatu jumlah yang bersifat variabel, maka Perusahaan membuat estimasi jumlah imbalan tersebut sebesar jumlah yang diharapkan berhak diterima atas diteruskannya barang atau jasa yang dijanjikan ke pelanggan dikurangi dengan estimasi jumlah jaminan kinerja jasa yang akan dibayarkan selama periode kontrak.
4. Alokasi harga transaksi ke setiap kewajiban pelaksanaan dengan menggunakan dasar harga jual berdiri sendiri relatif dari setiap barang atau jasa berbeda yang dijanjikan di kontrak. Ketika tidak dapat diamati secara langsung, harga jual berdiri sendiri relatif diperkirakan berdasarkan biaya yang diharapkan ditambah margin.
5. Pengakuan pendapatan ketika kewajiban pelaksanaan telah dipenuhi dengan menyerahkan barang atau jasa yang dijanjikan ke pelanggan (ketika pelanggan telah memiliki kendali atas barang atau jasa tersebut).

Kewajiban pelaksanaan dapat dipenuhi dengan 2 (dua) cara, sebagai berikut:

1. Suatu titik waktu (umumnya janji untuk menyerahkan barang ke pelanggan); atau
2. Suatu periode waktu (umumnya janji untuk menyerahkan jasa ke pelanggan).

Pendapatan diukur berdasarkan nilai yang diharapkan dapat diterima Perusahaan atas pengalihan barang atau jasa yang dijanjikan kepada pelanggan, tidak termasuk jumlah yang ditagihkan atas nama pihak ketiga.

Pendapatan diakui ketika Perusahaan memenuhi kewajibannya untuk mengalihkan barang atau jasa yang dijanjikan kepada pelanggan, yaitu ketika pelanggan memperoleh kendali atas barang atau jasa tersebut. Jumlah pendapatan yang diakui adalah sebesar jumlah yang dialokasikan untuk bagian dari kewajiban yang terpenuhi.



**2. KEBIJAKAN AKUNTANSI MATERIAL** *(lanjutan)*

**s. Pengakuan Pendapatan dan Beban** *(lanjutan)*

Pendapatan dari hotel dan restoran diakui pada saat barang atau jasa diberikan.

Pendapatan sewa dicatat pada saat jasa sewa diberikan sesuai dengan masa sewa.

Beban diakui pada saat terjadinya (metode akrual), kecuali merupakan aset yang terkait dengan aktivitas kontrak masa depan.

**t. Pajak Penghasilan**

PSAK 212 "Pajak Penghasilan" (Amandemen 2021) mengisyaratkan Perusahaan untuk memperhitungkan konsekuensi pajak kini dan mendatang dari pemulihan (penyelesaian) jumlah tercatat aset (liabilitas) masa depan yang diakui dalam laporan posisi keuangan, dan transaksi dan kejadian lain dari periode kini yang diakui dalam laporan keuangan.

**Pajak penghasilan tidak final**

Beban pajak penghasilan terdiri dari pajak kini dan pajak tangguhan. Beban pajak diakui dalam laba rugi tahun berjalan, kecuali jika pajak tersebut terkait dengan transaksi atau kejadian yang diakui di penghasilan komprehensif lain. Dalam hal ini, pajak tersebut masing-masing diakui dalam penghasilan komprehensif lain.

Beban pajak penghasilan kini dihitung dengan menggunakan tarif pajak yang berlaku pada akhir periode pelaporan.

Pajak penghasilan tangguhan diakui dengan menggunakan *balance sheet liability method*, perbedaan temporer antara dasar pengenaan pajak atas aset dan liabilitas dengan nilai tercatatnya.

Pajak penghasilan tangguhan ditentukan menggunakan tarif pajak yang telah berlaku atau secara substansial berlaku pada akhir periode pelaporan dan yang akan diterapkan pada saat aset pajak tangguhan yang bersangkutan direalisasi atau pada saat liabilitas pajak tangguhan diselesaikan.

**Pajak penghasilan final**

Peraturan pajak di Indonesia menentukan bahwa jenis pendapatan tertentu dikenakan pajak final. Pajak final yang berlaku atas nilai bruto transaksi diterapkan meskipun pihak-pihak yang melakukan transaksi mengakui kerugian.

Beban pajak final ditentukan berdasarkan jumlah pengakuan penjualan yang dihitung berdasarkan tarif pajak final dan peraturan perpajakan yang berlaku atau secara substansial telah berlaku pada tanggal pelaporan.

Apabila nilai tercatat aset atau liabilitas yang berhubungan dengan pajak penghasilan final berbeda dari dasar pengenaan pajaknya, maka perbedaan tersebut tidak diakui sebagai aset atau liabilitas pajak tangguhan.

Beban pajak atas pendapatan yang dikenakan pajak penghasilan final diakui secara proporsional dengan jumlah pendapatan menurut akuntansi yang diakui pada tahun berjalan.

Selisih antara jumlah pajak penghasilan final terutang dengan jumlah yang dibebankan sebagai pajak kini pada laporan laba rugi komprehensif diakui sebagai pajak dibayar dimuka atau utang pajak.

**2. KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)**

**u. Laba per Saham**

Sesuai dengan PSAK 233, "Laba per Saham", laba bersih per saham dasar dihitung dengan membagi laba bersih yang diatribusikan kepada entitas pemilik dengan jumlah rata-rata tertimbang saham yang ditempatkan dan disetor penuh selama tahun berjalan.

**v. Informasi Segmen**

Segmen operasi diidentifikasi berdasarkan laporan internal mengenai komponen dari Perusahaan yang secara regular ditelaah oleh pengambil keputusan operasional dalam rangka mengalokasikan sumber daya dan menilai kinerja segmen operasi. Segmen operasi adalah suatu komponen dari Entitas:

- Yang terlibat dalam aktivitas bisnis yang mana memperoleh pendapatan dan menimbulkan beban (termasuk pendapatan dan beban terkait dengan transaksi dengan komponen lain dari Entitas yang sama);
- Yang hasil operasinya dikaji ulang secara regular oleh pengambil keputusan operasional untuk membuat keputusan tentang sumber daya yang dialokasikan pada segmen tersebut dan menilai kinerjanya; dan
- Tersedia informasi keuangan yang dapat dipisahkan.

Informasi yang digunakan oleh pengambil keputusan operasional dalam rangka alokasi sumber daya dan penilaian kinerja terfokus pada kategori dari setiap bisnis.

**w. Peristiwa Setelah Tanggal Pelaporan**

Peristiwa setelah periode pelaporan yang memberikan informasi tambahan atas posisi Perusahaan pada akhir periode pelaporan (peristiwa yang memerlukan penyesuaian) tercermin dalam laporan keuangan. Peristiwa setelah periode pelaporan yang tidak memerlukan penyesuaian diungkapkan dalam catatan atas laporan keuangan apabila material.

**3. PENGGUNAAN PERTIMBANGAN, ESTIMASI DAN ASUMSI OLEH MANAJEMEN**

Dalam penerapan kebijakan akuntansi Perusahaan, manajemen harus membuat estimasi, pertimbangan, dan asumsi atas nilai tercatat aset dan liabilitas yang tidak tersedia oleh sumber-sumber lain. Estimasi dan asumsi tersebut, berdasarkan pengalaman historis dan faktor lain yang dipertimbangkan relevan.

Manajemen berkeyakinan bahwa pengungkapan berikut telah mencakup ikhtisar estimasi, pertimbangan, dan asumsi signifikan yang dibuat oleh manajemen, yang berpengaruh terhadap jumlah-jumlah yang dilaporkan serta pengungkapan dalam laporan keuangan.

Estimasi dan pertimbangan yang digunakan dalam penyusunan laporan keuangan terus dievaluasi berdasarkan pengalaman historis dan faktor lainnya, termasuk ekspektasi dari peristiwa masa depan yang diyakini wajar. Hasil aktual dapat berbeda dengan jumlah yang diestimasi. Estimasi dan asumsi yang memiliki pengaruh signifikan terhadap jumlah tercatat aset dan liabilitas diungkapkan di bawah ini.

**Nilai wajar aset dan liabilitas keuangan**

Standar Akuntansi Keuangan di Indonesia mensyaratkan pengukuran aset keuangan dan liabilitas keuangan tertentu pada nilai wajarnya, dan penyajian ini mengharuskan penggunaan estimasi. Komponen pengukuran nilai wajar yang signifikan ditentukan berdasarkan bukti-bukti obyektif yang dapat diverifikasi (seperti nilai tukar, suku bunga), sedangkan tingkat perubahan nilai wajar dapat menjadi berbeda karena penggunaan metode penilaian yang berbeda.

Nilai wajar aset keuangan dan liabilitas keuangan diungkapkan pada Catatan 35.

**3. PENGGUNAAN PERTIMBANGAN, ESTIMASI DAN ASUMSI OLEH MANAJEMEN** *(lanjutan)*

**Cadangan kerugian penurunan nilai piutang**

Perusahaan mengevaluasi penggunaan cadangan kerugian ekspektasian sepanjang taksiran umur piutang untuk seluruh piutang usaha. Untuk mengukur kerugian kredit ekspektasian, piutang usaha dikelompokkan berdasarkan karakteristik risiko kredit dan waktu jatuh tempo yang serupa. Ketika melakukan penilaian atas cadangan kerugian kredit ekspektasian, Perusahaan mengevaluasi risiko gagal bayar yang mungkin terjadi sepanjang perkiraan usia instrumen keuangan dalam menentukan jumlah kerugian kredit ekspektasian dengan mempertimbangkan ketersediaan informasi kejadian masa lalu, kondisi terkini dan perkiraan atas kondisi ekonomi di masa depan.

**Masa manfaat aset tetap**

Biaya perolehan aset tetap disusutkan dengan menggunakan metode garis lurus berdasarkan taksiran masa manfaat ekonomisnya. Manajemen mengestimasi masa manfaat ekonomis aset tetap antara 4 sampai 20 tahun. Ini adalah masa manfaat yang secara umum diharapkan dalam industri di mana Perusahaan menjalankan bisnisnya. Perubahan tingkat pemakaian dan perkembangan teknologi dapat mempengaruhi masa manfaat ekonomis dan nilai sisa aset, dan karenanya biaya penyusutan masa depan mungkin direvisi. Nilai tercatat atas aset tetap telah diungkapkan dalam Catatan 12.

**Biaya dan liabilitas imbalan kerja**

Penentuan biaya dan liabilitas imbalan kerja Perusahaan bergantung pada pemilihan asumsi yang digunakan oleh aktuaris independen dalam menghitung jumlah-jumlah tersebut. Asumsi tersebut termasuk antara lain, tingkat diskonto, tingkat kenaikan gaji tahunan, umur pensiun dan tingkat kematian. Perubahan signifikan dalam asumsi yang ditetapkan Perusahaan dapat mempengaruhi secara material liabilitas diestimasi atas imbalan kerja dan beban imbalan kerja bersih. Sementara hasil aktual dapat berbeda dari asumsi yang ditetapkan Perusahaan. Perusahaan berkeyakinan bahwa asumsi tersebut adalah wajar dan sesuai.

Nilai tercatat liabilitas imbalan kerja per, 31 Desember 2025 dan 2024 telah diungkapkan dalam Catatan 22.

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**4. KAS DAN SETARA KAS**

Rincian kas dan setara kas adalah sebagai berikut:

|                                                                | <u>31 Desember 2025</u> | <u>31 Desember 2024</u> |
|----------------------------------------------------------------|-------------------------|-------------------------|
| <b>Kas</b>                                                     | <b>176.284.943</b>      | <b>189.068.852</b>      |
| <b>Bank</b>                                                    |                         |                         |
| <b>Pihak Ketiga</b>                                            |                         |                         |
| PT Bank Mandiri (Persero) Tbk                                  | 2.476.297.972           | 1.650.830.560           |
| PT Bank Central Asia Tbk                                       | 1.576.397.661           | 1.872.034.641           |
| PT Bank Rakyat Indonesia (Persero) Tbk                         | 738.656.584             | 851.980.198             |
| PT Bank Tabungan Negara (Persero) Tbk                          | 430.976.192             | 431.261.828             |
| PT Bank Negara Indonesia (Persero) Tbk                         | 415.549.359             | 69.736.714              |
| PT Bank Pembangunan Daerah Jawa Barat dan Banten (Persero) Tbk | 139.210.624             | 115.067.523             |
| <b>Pihak Berelasi</b>                                          |                         |                         |
| PT Bank DKI (Bank Jakarta)                                     | 31.816.517.841          | 31.033.689.574          |
| PT Bank DKI Syariah (Bank Jakarta Syariah)                     | -                       | 792.073                 |
| <b>Jumlah Bank</b>                                             | <b>37.593.606.233</b>   | <b>36.025.393.111</b>   |
| <b>Deposito</b>                                                |                         |                         |
| <b>Pihak Berelasi</b>                                          |                         |                         |
| PT Bank DKI (Bank Jakarta)                                     | -                       | 75.000.000.000          |
| <b>Jumlah Deposito</b>                                         | <b>-</b>                | <b>75.000.000.000</b>   |
| <b>Jumlah Kas dan Setara Kas</b>                               | <b>37.769.891.176</b>   | <b>111.214.461.963</b>  |

Pada 31 Desember 2025 terdapat dana yang dijadikan jaminan gadai atas rekening giro sebesar Rp18.100.000.000 untuk Perjanjian Kredit *Cash Collateral* kepada Bank DKI (Bank Jakarta) (Catatan 15).

Tingkat suku bunga deposito PT Bank DKI (Bank Jakarta) per 31 Desember 2024 adalah sebesar 6% dengan jangka waktu 1 bulan diperpanjang secara otomatis (*Automatic Roll Over*).

**5. PIUTANG USAHA**

Rincian piutang usaha adalah sebagai berikut:

|                                            | <u>31 Desember 2025</u> | <u>31 Desember 2024</u> |
|--------------------------------------------|-------------------------|-------------------------|
| <b>Pihak Berelasi</b>                      |                         |                         |
| <i>Government</i>                          | 253.374.215             | 100.814.345             |
| <b>Jumlah Piutang Usaha Pihak Berelasi</b> | <b>253.374.215</b>      | <b>100.814.345</b>      |
| <b>Pihak Ketiga</b>                        |                         |                         |
| <i>Corporate</i>                           | 4.108.233.258           | 3.454.774.500           |
| <i>Travel Agent</i>                        | 625.782.138             | 1.204.692.701           |
| <i>Guest Ledger</i>                        | 454.839.703             | 253.981.755             |
| <i>Credit Card</i>                         | 246.536.950             | 302.586.088             |
| <i>Individual</i>                          | 207.259.721             | 209.389.721             |
| <i>Government</i>                          | 105.821.309             | 670.470.122             |
| <b>Jumlah Piutang Usaha Pihak Ketiga</b>   | <b>5.748.473.079</b>    | <b>6.095.894.887</b>    |
| <b>Jumlah Piutang Usaha</b>                | <b>6.001.847.294</b>    | <b>6.196.709.232</b>    |
| <br>Cadangan Kerugian Penurunan Nilai      | <br>(2.880.881.484)     | <br>(2.856.232.035)     |
| <b>Jumlah Piutang Usaha – Bersih</b>       | <b>3.120.965.810</b>    | <b>3.340.477.197</b>    |

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**5. PIUTANG USAHA (lanjutan)**

Rincian piutang usaha berdasarkan jenis sumber pendapatannya adalah sebagai berikut:

|                                      | <b>31 Desember 2025</b> | <b>31 Desember 2024</b> |
|--------------------------------------|-------------------------|-------------------------|
| Perhotelan                           | 6.001.847.294           | 6.196.709.232           |
| <b>Jumlah</b>                        | <b>6.001.847.294</b>    | <b>6.196.709.232</b>    |
| Cadangan Kerugian Penurunan Nilai    |                         |                         |
| Perhotelan                           | (2.880.881.484)         | (2.856.232.035)         |
| <b>Jumlah</b>                        | <b>(2.880.881.484)</b>  | <b>(2.856.232.035)</b>  |
| <b>Jumlah Piutang Usaha – Bersih</b> | <b>3.120.965.810</b>    | <b>3.340.477.197</b>    |

Analisa umur piutang usaha adalah sebagai berikut:

|                                      | <b>31 Desember 2025</b> | <b>31 Desember 2024</b> |
|--------------------------------------|-------------------------|-------------------------|
| Lancar (kurang dari 30 hari)         | 2.225.819.780           | 2.116.609.189           |
| 31 – 60 hari                         | 265.305.546             | 263.421.706             |
| 61 – 90 hari                         | 158.634.695             | 328.034.216             |
| Lebih dari 90 hari                   | 3.352.087.273           | 3.488.644.121           |
| <b>Jumlah</b>                        | <b>6.001.847.294</b>    | <b>6.196.709.232</b>    |
| Cadangan Kerugian Penurunan Nilai    | (2.880.881.484)         | (2.856.232.035)         |
| <b>Jumlah Piutang Usaha – Bersih</b> | <b>3.120.965.810</b>    | <b>3.340.477.197</b>    |

Mutasi cadangan kerugian penurunan nilai adalah sebagai berikut:

|                           | <b>31 Desember 2025</b> | <b>31 Desember 2024</b> |
|---------------------------|-------------------------|-------------------------|
| Saldo awal                | 2.856.232.035           | 2.602.447.798           |
| Penyisihan tahun berjalan | 70.500.078              | 306.574.130             |
| Pemulihan penyisihan      | (45.850.629)            | (52.789.893)            |
| <b>Saldo Akhir</b>        | <b>2.880.881.484</b>    | <b>2.856.232.035</b>    |

Perusahaan telah menerapkan metode yang disederhanakan untuk menghitung kerugian kredit ekspektasian sesuai dengan PSAK 109 yang mengizinkan penggunaan cadangan kerugian ekspektasian sepanjang taksiran umur piutang untuk seluruh piutang usaha. Untuk mengukur kerugian kredit ekspektasian, piutang usaha dikelompokkan berdasarkan karakteristik risiko kredit dan waktu jatuh tempo yang serupa.

Berdasarkan hasil penilaian manajemen dalam menentukan cadangan penurunan nilai piutang pada 31 Desember 2025, manajemen percaya bahwa penyisihan cadangan penurunan nilai tersebut memadai untuk menutupi kemungkinan kerugian dari piutang tak tertagih.

Tidak terdapat piutang usaha kepada pihak ketiga yang digunakan sebagai jaminan.



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**5. PIUTANG USAHA (lanjutan)**

Rincian piutang usaha unit per 31 Desember 2025 dan 2024 adalah sebagai berikut:

| Keterangan                                                                      | 31 Desember 2025     | 31 Desember 2024     |
|---------------------------------------------------------------------------------|----------------------|----------------------|
| The Tavia Heritage Hotel                                                        | 3.231.421.742        | 3.623.801.269        |
| The Tavia Riverside Resort & Convention (d/h Grand Cempaka Resort & Convention) | 1.310.734.310        | 754.414.008          |
| d'Arcici Hotel Cempaka Putih                                                    | 802.848.501          | 688.254.669          |
| d'Arcici Hotel Sunter                                                           | 510.145.724          | 954.914.323          |
| d'Arcici Hotel Plumpang                                                         | 90.237.770           | 70.711.556           |
| C'One Hotel Cempaka Putih                                                       | 38.271.933           | 46.421.426           |
| C'One Hotel Pulomas                                                             | 18.187.314           | 58.191.981           |
| Kantor Pusat                                                                    | -                    | -                    |
| <b>Jumlah</b>                                                                   | <b>6.001.847.294</b> | <b>6.196.709.232</b> |

**6. PIUTANG LAIN-LAIN**

Rincian piutang lain-lain adalah sebagai berikut:

|                                          | 31 Desember 2025     | 31 Desember 2024   |
|------------------------------------------|----------------------|--------------------|
| Piutang pihak ketiga                     | 817.658.337          | 9.427.267          |
| Piutang karyawan                         | 786.929.196          | 786.929.196        |
| <b>Jumlah</b>                            | <b>1.604.587.533</b> | <b>796.356.463</b> |
| Cadangan Kerugian Penurunan Nilai        | (796.356.463)        | (796.356.463)      |
| <b>Jumlah Piutang Lain-Lain – Bersih</b> | <b>808.231.070</b>   | <b>-</b>           |

Piutang lain-lain pihak ketiga per 31 Desember 2025 diantaranya terdiri atas uang muka kerjasama yang belum dikembalikan:

- *Event End Game* sebesar Rp458.231.070;
- *Event Mari Kemari* sebesar Rp350.000.000.

**7. PERSEDIAAN DAN PERLENGKAPAN**

Rincian persediaan dan perlengkapan adalah sebagai berikut:

|                                          | 31 Desember 2025     | 31 Desember 2024     |
|------------------------------------------|----------------------|----------------------|
| <b>Persediaan</b>                        |                      |                      |
| Makanan                                  | 466.130.114          | 478.415.502          |
| Minuman                                  | 41.906.962           | 62.475.943           |
| <b>Jumlah</b>                            | <b>508.037.076</b>   | <b>540.891.445</b>   |
| <b>Perlengkapan</b>                      |                      |                      |
| <i>Housekeeping</i>                      | 311.348.973          | 237.674.180          |
| Kantor                                   | 222.202.864          | 238.846.786          |
| Tamu ( <i>Guest supplies</i> )           | 82.124.495           | 122.161.190          |
| Peralatan listrik & <i>engineering</i>   | 48.673.741           | 39.547.610           |
| Lain-lain                                | 99.797.277           | 197.460.484          |
| <b>Jumlah</b>                            | <b>764.147.350</b>   | <b>835.690.250</b>   |
| <b>Total Persediaan dan Perlengkapan</b> | <b>1.272.184.426</b> | <b>1.376.581.695</b> |

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**7. PERSEDIAAN DAN PERLENGKAPAN (lanjutan)**

Penurunan bersih saldo persediaan dan Perlengkapan per 31 Desember 2025 sebesar Rp1.272.184.426 dari 31 Desember 2024 sebesar Rp1.376.581.695 Merupakan penurunan bersih dari kegiatan di 7 (tujuh) hotel berdasarkan hasil *stock opname* yang dilakukan di unit usaha.

Berdasarkan hasil penelaahan terhadap sifat dan kondisi persediaan, manajemen Perusahaan berkeyakinan bahwa seluruh persediaan yang ada dapat digunakan dan dijual, sehingga Perusahaan tidak membuat penyisihan atas persediaan usang. Pada 31 Desember 2025 tidak terdapat persediaan yang digunakan sebagai jaminan.

**8. BEBAN DIBAYAR DIMUKA**

Rincian beban dibayar dimuka adalah sebagai berikut:

|                    | <u>31 Desember 2025</u>     | <u>31 Desember 2024</u>     |
|--------------------|-----------------------------|-----------------------------|
| Sewa titik reklame | 3.221.928.000               | 3.221.928.000               |
| Sewa lahan         | 31.966.649                  | 86.766.667                  |
| Lain-lain          | 1.850.375.525               | 1.488.373.046               |
| <b>Jumlah</b>      | <b><u>5.104.270.174</u></b> | <b><u>4.797.067.713</u></b> |

Saldo sewa titik reklame sebesar Rp3.221.928.000 adalah sewa atas lahan untuk pemasangan iklan pada reklame yang berlokasi di Pendestrian gedung Pos Cikini, Pendestrian TIM, Pendestrian Stasiun Cikini, Gedung JC Store dan *Bike Lounge* kawasan BNI City.

Sewa lahan sebesar Rp31.966.649 adalah sewa atas lahan di BKT Stasiun BNI yang digunakan untuk fasilitas pesepeda (*bike lounge*) berupa loker, kamar mandi/toilet dan area UMKM serta sewa area di Blok B Balaikota yang digunakan untuk Jak Bistro.

Beban dibayar dimuka lainnya sebesar Rp1.850.375.525 terdiri atas:

- Biaya dibayar dimuka operasional di 7 (tujuh) hotel sebesar Rp1.432.792.976
- Biaya operasional kantor pusat sebesar Rp417.582.549

Beban dibayar dimuka pada 31 Desember 2025 sebesar Rp5.104.270.174 tersebut di atas merupakan beban yang akan diamortisasi selama manfaat diterima.

**9. UANG MUKA**

Rincian uang muka adalah sebagai berikut:

|                         | <u>31 Desember 2025</u>     | <u>31 Desember 2024</u>     |
|-------------------------|-----------------------------|-----------------------------|
| Kerjasama               | 1.580.534.911               | 3.323.979.516               |
| Pembelian aset          | 25.310.963                  | 25.310.963                  |
| Lainnya                 | 75.033.848                  | 57.600.000                  |
| <b>Jumlah Uang Muka</b> | <b><u>1.680.879.722</u></b> | <b><u>3.406.890.479</u></b> |

Saldo uang muka kerjasama sebesar Rp1.580.534.911 sebagian besar merupakan uang muka kerjasama yang belum dikembalikan atas *Event Winter Concert* sebesar Rp1.030.829.120.

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**10. PENYERTAAN SAHAM**

Rincian penyertaan saham adalah sebagai berikut:

| Pemegang Saham                   | 31 Desember 2025 dan 2024 |               |                      |
|----------------------------------|---------------------------|---------------|----------------------|
|                                  | Jumlah Saham<br>(lembar)  | Pemilikan (%) | Nilai (Rp)           |
| PT Agung Duarnusaindo            | 405                       | 98,67         | 202.500.000          |
| PT Pakuan                        | 200                       | 1,333         | 20.000.000           |
| PT Rei Sewindu                   | 10                        | Minoritas     | 10.000.000           |
|                                  |                           |               | <b>232.500.000</b>   |
| <i>Dikurangi penurunan nilai</i> |                           |               | <i>(232.500.000)</i> |
| <b>Jumlah</b>                    |                           |               | <b>-</b>             |

**11. ASET KONTRAK**

Rincian aset kontrak adalah sebagai berikut:

|                             | 31 Desember 2025      | 31 Desember 2024      |
|-----------------------------|-----------------------|-----------------------|
| <b>Aset Lancar</b>          |                       |                       |
| Sponsor kegiatan pariwisata | 15.921.858.612        | 955.526.752           |
| Sewa lahan                  | 5.913.936.348         | 4.742.675.000         |
| Sewa toko dan ruangan       | 1.641.419.747         | 716.112.776           |
| Sewa kamar                  | -                     | 14.400.000            |
| Lain-lain                   | -                     | 53.722.677            |
| <b>Jumlah</b>               | <b>23.477.214.707</b> | <b>6.482.437.205</b>  |
| <b>Aset Tidak Lancar</b>    |                       |                       |
| Sewa lahan                  | 9.151.443.583         | 11.826.362.757        |
| Sewa toko dan ruangan       | 2.837.659.501         | 575.475.597           |
| <b>Jumlah</b>               | <b>11.989.103.084</b> | <b>12.401.838.354</b> |
| <b>Jumlah Aset Kontrak</b>  | <b>35.466.317.791</b> | <b>18.884.275.559</b> |

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**12. ASET TETAP**

Rincian aset tetap adalah sebagai berikut:

|                                           | 31 Desember 2025       |                       |                      |                         |                        |
|-------------------------------------------|------------------------|-----------------------|----------------------|-------------------------|------------------------|
|                                           | Saldo Awal             | Penambahan            | Pengurangan          | Reklasifikasi           | Saldo Akhir            |
| <b><u>Harga Perolehan</u></b>             |                        |                       |                      |                         |                        |
| Tanah                                     | 349.488.025.334        | -                     | -                    | (42.963.984.000)        | 306.524.041.334        |
| Sarana dan prasarana                      | 2.216.067.816          | -                     | 14.147.000           | 4.706.641.353           | 6.908.562.169          |
| Bangunan                                  | 296.968.692.682        | -                     | 877.726.429          | 63.250.586.634          | 359.341.552.887        |
| Mesin dan peralatan                       | 40.209.220.171         | -                     | 44.978.100           | 788.405.606             | 40.952.647.677         |
| Furnitur dan perlengkapan                 | 22.664.909.709         | -                     | 255.622.220          | 2.068.690.563           | 24.477.978.052         |
| Perlengkapan kantor                       | 5.962.137.378          | -                     | 42.700.000           | -                       | 5.919.437.378          |
| Peralatan listrik                         | 37.000.519.616         | -                     | 18.307.007           | 18.270.732.269          | 55.252.944.878         |
| Peralatan komunikasi                      | 1.972.072.282          | -                     | 37.650.579           | -                       | 1.934.421.703          |
| Perlengkapan operasional                  | 5.342.179.840          | -                     | -                    | 972.449.734             | 6.314.629.574          |
| Peralatan                                 | 351.984.240            | -                     | 3.463.478            | -                       | 348.520.762            |
| Kendaraan                                 | 4.061.267.557          | 36.070.000            | -                    | 765.669.550             | 4.863.007.107          |
| Lain-lain                                 | 8.877.330.494          | -                     | -                    | 969.259.726             | 9.846.590.220          |
| <b>Jumlah</b>                             | <b>775.114.407.119</b> | <b>36.070.000</b>     | <b>1.294.594.813</b> | <b>48.828.451.435</b>   | <b>822.684.333.741</b> |
| <b><u>Pekerjaan dalam pelaksanaan</u></b> |                        |                       |                      |                         |                        |
| Pekerjaan dalam pelaksanaan               | 26.572.459.771         | 72.218.657.745        | -                    | (92.124.515.114)        | 6.666.602.402          |
| <b>Jumlah</b>                             | <b>801.686.866.890</b> | <b>72.254.727.745</b> | <b>1.294.594.813</b> | <b>(43.296.063.679)</b> | <b>829.350.936.143</b> |
| <b><u>Akumulasi penyusutan</u></b>        |                        |                       |                      |                         |                        |
| Sarana dan prasarana                      | 1.482.777.623          | 223.767.979           | 10.846.033           | -                       | 1.695.699.569          |
| Bangunan                                  | 167.831.220.574        | 15.429.375.387        | 802.483.795          | -                       | 182.458.112.166        |
| Mesin dan peralatan                       | 19.248.127.852         | 3.562.147.839         | 44.978.100           | -                       | 22.765.297.591         |
| Furnitur dan perlengkapan                 | 19.867.951.333         | 1.079.989.731         | 255.622.220          | 1.909.424               | 20.694.228.268         |
| Perlengkapan kantor                       | 5.202.342.246          | 412.770.704           | 42.700.000           | -                       | 5.572.412.950          |
| Peralatan listrik                         | 20.893.206.412         | 4.064.616.143         | 18.307.007           | -                       | 24.939.515.548         |
| Peralatan komunikasi                      | 1.797.144.405          | 43.136.479            | 37.650.579           | -                       | 1.802.630.305          |
| Perlengkapan operasional                  | 4.605.008.352          | 393.786.309           | -                    | (4.626.713)             | 4.994.167.948          |
| Peralatan                                 | 349.687.365            | 677.500               | 3.463.478            | -                       | 346.901.387            |
| Kendaraan                                 | 2.471.789.503          | 362.049.954           | -                    | 526.669.550             | 3.360.509.007          |
| Lain-lain                                 | 6.347.644.676          | 1.219.381.657         | -                    | -                       | 7.567.026.333          |
| <b>Jumlah</b>                             | <b>250.096.900.341</b> | <b>26.791.699.682</b> | <b>1.216.051.212</b> | <b>523.952.261</b>      | <b>276.196.501.072</b> |
| <b>Nilai Buku</b>                         | <b>551.589.966.549</b> |                       |                      |                         | <b>553.154.435.071</b> |

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**12. ASET TETAP (lanjutan)**

|                                    | 31 Desember 2024       |                       |                       |                         |                        |
|------------------------------------|------------------------|-----------------------|-----------------------|-------------------------|------------------------|
|                                    | Saldo Awal             | Penambahan            | Pengurangan           | Reklasifikasi           | Saldo Akhir            |
| <b>Harga Perolehan</b>             |                        |                       |                       |                         |                        |
| Tanah                              | 363.406.411.334        | -                     | -                     | (13.918.386.000)        | 349.488.025.334        |
| Sarana dan prasarana               | 2.313.567.816          | -                     | 97.500.000            | -                       | 2.216.067.816          |
| Bangunan                           | 220.354.387.976        | -                     | 855.677.256           | 77.469.981.962          | 296.968.692.682        |
| Mesin dan peralatan                | 21.269.203.695         | -                     | 1.835.135.871         | 20.775.152.347          | 40.209.220.171         |
| Furnitur dan perlengkapan          | 22.959.317.228         | -                     | 3.110.972.966         | 2.816.565.447           | 22.664.909.709         |
| Perlengkapan kantor                | 6.912.022.431          | -                     | 1.010.869.317         | 60.984.264              | 5.962.137.378          |
| Peralatan listrik                  | 25.028.444.672         | -                     | 1.837.172.829         | 13.809.247.773          | 37.000.519.616         |
| Peralatan komunikasi               | 2.234.804.636          | -                     | 324.337.354           | 61.605.000              | 1.972.072.282          |
| Perlengkapan operasional           | 5.135.135.480          | -                     | 364.042.494           | 571.086.854             | 5.342.179.840          |
| Peralatan                          | 355.365.725            | -                     | 5.881.485             | 2.500.000               | 351.984.240            |
| Kendaraan                          | 5.238.227.916          | -                     | 1.334.660.359         | 157.700.000             | 4.061.267.557          |
| Lain-lain                          | 9.233.741.551          | -                     | 391.111.807           | 34.700.750              | 8.877.330.494          |
| <b>Jumlah</b>                      | <b>684.440.630.460</b> | <b>-</b>              | <b>11.167.361.738</b> | <b>101.841.138.397</b>  | <b>775.114.407.119</b> |
| <b>Pekerjaan dalam pelaksanaan</b> |                        |                       |                       |                         |                        |
| Pekerjaan dalam pelaksanaan        | 88.809.127.962         | 53.549.128.435        | -                     | (115.785.796.626)       | 26.572.459.771         |
| <b>Jumlah</b>                      | <b>773.249.758.422</b> | <b>53.549.128.435</b> | <b>11.167.361.738</b> | <b>(13.944.658.229)</b> | <b>801.686.866.890</b> |
| <b>Akumulasi penyusutan</b>        |                        |                       |                       |                         |                        |
| Sarana dan prasarana               | 1.457.400.639          | 122.876.984           | 97.500.000            | -                       | 1.482.777.623          |
| Bangunan                           | 154.010.660.207        | 14.666.952.936        | 846.392.569           | -                       | 167.831.220.574        |
| Mesin dan peralatan                | 16.978.785.769         | 4.129.108.474         | 1.835.135.871         | (24.630.520)            | 19.248.127.852         |
| Furnitur dan perlengkapan          | 22.545.727.235         | 427.377.464           | 3.110.972.966         | 5.819.600               | 19.867.951.333         |
| Perlengkapan kantor                | 5.669.395.757          | 493.460.448           | 1.010.869.317         | 50.355.358              | 5.202.342.246          |
| Peralatan listrik                  | 20.438.007.025         | 2.292.372.216         | 1.837.172.829         | -                       | 20.893.206.412         |
| Peralatan komunikasi               | 2.071.908.134          | 49.573.625            | 324.337.354           | -                       | 1.797.144.405          |
| Perlengkapan operasional           | 4.805.069.379          | 163.981.467           | 364.042.494           | -                       | 4.605.008.352          |
| Peralatan                          | 355.203.850            | 365.000               | 5.881.485             | -                       | 349.687.365            |
| Kendaraan                          | 3.386.849.325          | 419.600.537           | 1.334.660.359         | -                       | 2.471.789.503          |
| Lain-lain                          | 5.638.612.709          | 1.103.543.774         | 391.111.807           | (3.400.000)             | 6.347.644.676          |
| <b>Jumlah</b>                      | <b>237.357.620.029</b> | <b>23.869.212.925</b> | <b>11.158.077.051</b> | <b>28.144.438</b>       | <b>250.096.900.341</b> |
| <b>Nilai Buku</b>                  | <b>535.892.138.393</b> |                       |                       |                         | <b>551.589.966.549</b> |



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**12. ASET TETAP (lanjutan)**

Saldo tanah per 31 Desember 2025 sebesar Rp306.524.041.334 adalah tanah yang tercatat di Perusahaan dengan rincian sebagai berikut:

| No. | Lokasi                                                                                              | Luas<br>(m <sup>2</sup> ) | Kepemilikan                                                                                           |
|-----|-----------------------------------------------------------------------------------------------------|---------------------------|-------------------------------------------------------------------------------------------------------|
| 1   | Jl. Letjend Soeprapto Kav 3, Kel. Cempaka Putih, Kec. Cempaka Putih Timur, Jakarta Pusat.           | 6.784                     | SHGB No. 1874<br>a.n PD Wisata Niaga Jaya                                                             |
| 2   | Tanah Jl. R.A. Kartini, TB Simatupang + Sertifikat Tanah                                            | 18.287                    | Hak Pakai No. 169<br>a.n Pemerintah Provinsi Daerah Khusus Ibukota Jakarta                            |
| 3   | Tanah Jl. Letjen Soeprapto                                                                          | 423                       | SHGB No. 281<br>a.n Bank Pembangunan Daerah Khusus Ibukota Jakarta                                    |
|     |                                                                                                     | 7.120                     | Surat Penunjukkan Tanah No. 737/SPT/PIM/PPL/1983<br>a.n Ir. E. Gumilar                                |
|     |                                                                                                     | 274,16                    | Surat Penunjukkan Tanah No. 263/SPT/PIM/BP/1976<br>a.n A. Riberu                                      |
| 4   | Jalan Raya Puncak Km. 17, Kel. Cipayung Girang, Kec. Cisarua, Jawa Barat.                           | 86.402                    | Hak Pakai No. 1,5,6,7 & 10<br>a.n Pemerintah Provinsi Daerah Khusus Ibukota Jakarta                   |
| 5   | Cipayung Girang, Megamendung, Bogor                                                                 | 4.060                     | Hak Pakai No. 181<br>a.n Yayasan Wisma Jaya Raya                                                      |
| 6   | Tanah Baru (Tanah Mentah) Jalan Raya Puncak Km. 17, Kel. Cipayung Girang, Kec. Cisarua, Jawa Barat. | 15.015                    | SHGB No. 13<br>a.n Yayasan Wisma Jaya Raya                                                            |
| 7   | Jl. A. Yani Bypass, Kec. Kayu Putih, Kec. Pulo Gadung, Jakarta Timur.                               | 10.078                    | SHM No. 24,25,26 & 82<br>a.n Ir. Abdurachim, Ir. Aditomo Tirtodipu & H. Ahmad Bin H. Tamin Said       |
| 8   | Jl. Cempaka Putih Barat XXVI RT.003 RW 07                                                           | 17.504                    | Surat Penunjukkan Tanah No. 011.06/Dir/0392-057 & No. 011.06/Dir/0392-058<br>a.n PD Wisata Niaga Jaya |
| 9   | Jl. Cempaka Putih Tengah XIV RT.001 RW 05                                                           | 676                       | SHGB No. 1649<br>a.n PD Wisata Niaga Jaya                                                             |
| 10  | Jl. Cempaka Putih Barat XVIII RT.003 RW 07                                                          | 2.002                     | Akta No.066/Cilandak /1998                                                                            |
| 11  | Jl. Letjend Suprpto 62 Blok B1 RT.007/03                                                            | 4.415                     | SHGB No. 1650<br>a.n PD Wisata Niaga Jaya                                                             |
| 12  | Jl. Raya Cisolok, Pel Ratu Sukabumi Jabar                                                           | 43.250                    | Akta No.066/Cilandak /1998<br>a.n PD Wisata Niaga Jaya                                                |
| 13  | Tanah Lebak Bulus Rt. 003 RW. 02 Lebak Bulus, Cilandak, Jakarta Selatan                             | 1.938                     | Akta Jual Beli No.066/Cilandak /1998                                                                  |
| 14  | Jl. Plumpang RT 008/018                                                                             | 5.770                     | SHGB No. 803<br>a.n PD Wisata Niaga Jaya                                                              |

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**12. ASET TETAP (lanjutan)**

Saldo bangunan dan sarana pra sarana per 31 Desember 2025 sebesar Rp374.490.803.352 adalah bangunan hotel dan sarana lainnya yang terdiri atas hotel-hotel sebagai berikut:

- The Tavia Heritage Hotel (Hotel bintang 4 dengan jumlah kamar 230 unit)
- The Tavia Riverside Resort & Convention (d/h Grand Cempaka Resort & Convention) (Hotel bintang 3 dengan jumlah bungalow 114 unit)
- d'Arcici Hotel Plumpang (Hotel bintang 3 dengan jumlah kamar 75 unit)
- d'Arcici Hotel Cempaka Putih (Hotel bintang 3 dengan jumlah kamar 76 unit)
- d'Arcici Hotel Sunter (Hotel bintang 3 dengan jumlah kamar 123 unit)
- C'One Hotel Cempaka Putih (Hotel bintang 2 dengan jumlah kamar 64 unit)
- C'One Hotel Pulomas (Hotel bintang 2 dengan jumlah kamar 64 unit)
- Kantor Pusat dan Unit Bisnis Pariwisata

Aset dalam pelaksanaan yang belum direklasifikasi ke aset tetap pada 31 Desember 2025 dan 2024 adalah sebagai berikut:

|                                                                                 | <b>31 Desember 2025</b> | <b>31 Desember 2024</b> |
|---------------------------------------------------------------------------------|-------------------------|-------------------------|
| The Tavia Heritage Hotel                                                        | 2.844.444.743           | 2.756.256.718           |
| Kantor Pusat                                                                    | 2.016.940.076           | 1.909.843.554           |
| d'Arcici Hotel Cempaka Putih                                                    | 1.452.850.354           | 2.041.207.598           |
| The Tavia Riverside Resort & Convention (d/h Grand Cempaka Resort & Convention) | 170.400.086             | 14.946.074.656          |
| d'Arcici Hotel Plumpang                                                         | 170.027.143             | 4.919.077.245           |
| C'One Hotel Pulomas                                                             | 11.940.000              | -                       |
| <b>Jumlah</b>                                                                   | <b>6.666.602.402</b>    | <b>26.572.459.771</b>   |

Mutasi aset dalam pelaksanaan adalah sebagai berikut:

|               | <b>31 Desember 2025</b> | <b>31 Desember 2024</b> |
|---------------|-------------------------|-------------------------|
| Saldo awal    | 26.572.459.771          | 88.809.127.962          |
| Penambahan    | 72.218.657.745          | 53.549.128.435          |
| Pembebanan    | (332.079.679)           | (26.272.230)            |
| Reklasifikasi | 91.792.435.435          | (115.759.524.396)       |
| <b>Jumlah</b> | <b>6.666.602.402</b>    | <b>26.572.459.771</b>   |

Seluruh beban penyusutan dibebankan ke beban umum dan administrasi tahun berjalan. (Catatan 30b)

Pada tanggal 31 Desember 2025, Perusahaan telah mengasuransikan bangunan, kendaraan dan perlengkapan operasional terhadap risiko kebakaran, kerusakan dan risiko lainnya dengan total nilai pertanggungan sebesar Rp507.140.950.622, kepada pihak ketiga, PT Asuransi Bangun Askrida, PT Lippo General Insurance Tbk, PT Asuransi Umum Sealsure dan PT Asuransi Umum Bumida. Perusahaan berpendapat bahwa nilai pertanggungan tersebut cukup untuk menutup kerugian yang mungkin timbul di masa yang akan datang.

Pengurangan aset tetap merupakan penjualan aset dengan rincian sebagai berikut:

|                                         | <b>31 Desember 2025</b> | <b>31 Desember 2024</b> |
|-----------------------------------------|-------------------------|-------------------------|
| Nilai perolehan aset tetap              | 1.294.594.813           | 11.167.361.738          |
| Akumulasi penyusutan aset tetap         | (1.216.051.212)         | (11.158.077.051)        |
| <b>Nilai buku bersih</b>                | <b>78.543.601</b>       | <b>9.284.687</b>        |
| Hasil penjualan                         | 87.300.000              | 535.150.000             |
| <b>Laba/(rugi) penjualan aset tetap</b> | <b>8.756.399</b>        | <b>525.865.313</b>      |

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**12. ASET TETAP (lanjutan)**

Rincian penambahan aset tetap melalui kas dan non-kas adalah sebagai berikut:

|                                        | <u>31 Desember 2025</u> | <u>31 Desember 2024</u> |
|----------------------------------------|-------------------------|-------------------------|
| <b>Kas</b>                             |                         |                         |
| Penambahan pekerjaan dalam pelaksanaan | 1.758.215.134           | 38.492.060.611          |
| Penambahan aset melalui dana PMD       | 56.370.206.064          | 2.005.575.000           |
| <b>Jumlah</b>                          | <b>58.128.421.198</b>   | <b>40.497.635.611</b>   |
| <b>Non-Kas</b>                         |                         |                         |
| Penambahan pekerjaan dalam pelaksanaan | 14.090.236.547          | 9.475.782.624           |
| Penambahan aset melalui dana PMD       | 36.070.000              | 3.575.710.200           |
| <b>Jumlah</b>                          | <b>14.126.306.547</b>   | <b>13.051.492.824</b>   |
| <b>Jumlah Kas dan Non-Kas</b>          | <b>72.254.727.745</b>   | <b>53.549.128.435</b>   |

**13. PROPERTI INVESTASI**

Rincian properti investasi adalah sebagai berikut:

|                       | <u>31 Desember 2025</u> | <u>31 Desember 2024</u> |
|-----------------------|-------------------------|-------------------------|
| Tanah Jakarta Selatan | 321.316.368.500         | 125.763.918.500         |
| Tanah Jakarta Pusat   | 16.962.000.000          | 16.962.000.000          |
| <b>Jumlah</b>         | <b>338.278.368.500</b>  | <b>142.725.918.500</b>  |

Rincian mutasi properti investasi adalah sebagai berikut:

|                                  | <u>31 Desember 2025</u> | <u>31 Desember 2024</u> |
|----------------------------------|-------------------------|-------------------------|
| <b>Tanah Jakarta Selatan</b>     |                         |                         |
| Saldo awal                       | 125.763.918.500         | 4.713.920.000           |
| Reklasifikasi dari aset tetap    | 42.963.984.000          | 12.898.386.000          |
| Penilaian kembali                | 152.588.466.000         | 108.151.612.500         |
| <b>Jumlah</b>                    | <b>321.316.368.500</b>  | <b>125.763.918.500</b>  |
| <b>Tanah Jakarta Pusat</b>       |                         |                         |
| Saldo awal                       | 16.962.000.000          | 500.000.000             |
| Reklasifikasi ke aset tetap      | -                       | (500.000.000)           |
| Reklasifikasi dari aset tetap    | -                       | 1.520.000.000           |
| Penilaian kembali                | -                       | 15.442.000.000          |
| <b>Jumlah</b>                    | <b>16.962.000.000</b>   | <b>16.962.000.000</b>   |
| <b>Jumlah Properti Investasi</b> | <b>338.278.368.500</b>  | <b>142.725.918.500</b>  |

Pada tahun 2025, Perusahaan menggunakan model nilai wajar untuk pengukuran setelah pengakuan. Penilaian properti investasi dilakukan oleh KJPP Edi Andesta dan Rekan, penilai independen yang terdaftar di Kementerian Keuangan dan OJK dengan Laporan Penilaian Properti Nomor 00134/2.0053/05/PI/05/0506/01/III/2026 tanggal 16 Maret 2026.

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**13. PROPERTI INVESTASI (lanjutan)**

Rincian properti investasi yang dilakukan penilaian oleh KJPP adalah sebagai berikut:

| Lokasi                                                                            | Luas<br>(m <sup>2</sup> ) | Kepemilikan                                                                                                    | Nilai Tercatat<br>Sebelum<br>Revaluasi | Nilai Tercatat<br>Setelah<br>Revaluasi | Selisih<br>Revaluasi   |
|-----------------------------------------------------------------------------------|---------------------------|----------------------------------------------------------------------------------------------------------------|----------------------------------------|----------------------------------------|------------------------|
| Jl. Cempaka Putih Barat<br>No.26 Cempaka Putih,<br>Jakarta Pusat<br>(Sport_Asiop) | 16.698                    | -SHP No. 461<br>- SPT No. 1001.06/Dir.0392-<br>057 Tahun 1992<br>- SPT No. 1001.06/Dir.0392-<br>058 Tahun 1992 | 39.273.696.000                         | 171.154.500.000                        | 131.880.804.000        |
| Jl. Cempaka Putih Barat<br>No.26 Cempaka Putih,<br>Jakarta Pusat<br>(Sport_Vadel) | 1.569                     | -SHP No. 461<br>- SPT No. 1001.06/Dir.0392-<br>057 Tahun 1992<br>- SPT No. 1001.06/Dir.0392-<br>058 Tahun 1992 | 3.690.288.000                          | 24.397.950.000                         | 20.707.662.000         |
| <b>Jumlah Nilai</b>                                                               |                           |                                                                                                                | <b>42.963.984.000</b>                  | <b>195.552.450.000</b>                 | <b>152.588.466.000</b> |

Tabel berikut ini memuat informasi terkait Teknik penilaian dan asumsi-asumsi signifikan yang digunakan dalam perhitungan nilai wajar properti investasi:

**Arcici Sport dan Stadion Asiop**

| Properti             | Teknik valuasi                                                             | Input yang tidak dapat<br>diobservasi |
|----------------------|----------------------------------------------------------------------------|---------------------------------------|
| Tanah Lapangan Padel | Pendekatan Pasar ( <i>Market Approach</i> ) dengan perbandingan data pasar | N/A                                   |
| Stadion Asiop        |                                                                            |                                       |

**Arcici Sport dan Sweet and Social Padel**

| Properti                 | Teknik valuasi                                                             | Input yang tidak dapat<br>diobservasi |
|--------------------------|----------------------------------------------------------------------------|---------------------------------------|
| Tanah Lapangan Sepakbola | Pendekatan Pasar ( <i>Market Approach</i> ) dengan perbandingan data pasar | N/A                                   |
| Sweet and Social Padel   |                                                                            |                                       |

Properti investasi di Arcici Sport sampai dengan tanggal 31 Desember 2025 terdiri atas tanah seluas 16.698 m<sup>2</sup> yang disewakan kepada pihak kedua berdasarkan Perjanjian Kerjasama antara PT Jakarta Tourisindo (Perseroda) dan PT Global Sports Group nomor 67/072 tanggal 7 Februari 2024 dengan masa sewa selama 5 tahun 6 bulan terhitung sejak tanggal 7 Februari 2024 sampai dengan tanggal 16 Agustus 2029 dan nilai sewa sebesar Rp11.448.888.352 belum termasuk PPN 11%.

Properti investasi di Arcici Sport sampai dengan tanggal 31 Desember 2025 terdiri atas tanah seluas 1.569 m<sup>2</sup> yang disewakan kepada pihak kedua berdasarkan Perjanjian Kerjasama antara PT Jakarta Tourisindo (Perseroda) dan PT Bangun Ruang Bersama nomor 137/KM.00.02 tanggal 21 Februari 2025 dengan masa sewa selama 5 tahun terhitung sejak tanggal 21 Februari 2025 sampai dengan tanggal 20 Februari 2030 dengan nilai sewa pada tahun ke 1 sebesar Rp360.000.000 belum termasuk PPN 11% dan untuk tahun ke 2 sampai dengan ke 5 terdapat kenaikan harga sewa sebesar 2,5% yang di hitungan dengan cara komulatif sampai dengan tahun ke 5.

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**13. PROPERTI INVESTASI** *(lanjutan)*

Pada tahun 2024, Perusahaan menggunakan model nilai wajar untuk pengukuran setelah pengakuan. Penilaian properti investasi dilakukan oleh KJPP Maulana Agus, penilai independen yang terdaftar di OJK Kementerian Keuangan dan dengan Laporan Penilaian Properti Nomor 00006/0085-00/PI/11/0278/1/XI/2024 tanggal 31 Oktober 2024.

Rincian properti investasi yang dilakukan penilaian oleh KJPP adalah sebagai berikut:

| Lokasi                                                                                                                                          | Luas<br>(m <sup>2</sup> ) | Kepemilikan                                              | Nilai Tercatat<br>Sebelum<br>Revaluasi | Nilai Tercatat<br>Setelah<br>Revaluasi | Selisih<br>Revaluasi |
|-------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------|----------------------------------------------------------|----------------------------------------|----------------------------------------|----------------------|
| Jl. Letjend Soeprapto<br>Kav 3, Kel. Cempaka<br>Putih, Kec. Cempaka<br>Putih Timur, Jakarta<br>Pusat.                                           | 2.171                     | Hak Guna Bangunan No.<br>1874                            | 11.263.830.000                         | 65.740.593.750                         | 54.476.763.750       |
| Jl. Letjen Suprpto, RT<br>01 RW 03 Cempaka<br>Putih Barat, Cempaka<br>Putih, Jakarta Pusat.                                                     | 1.228                     | SPT No.<br>753/SPT/PIM/PPL/1983 tgl.<br>31 Desember 1983 | 3.070.000.000                          | 37.185.375.000                         | 34.115.375.000       |
| Jl. Taman Lebak Bulus<br>Raya L-12A/13 RT.004<br>RW 07 Luas 1.600 M2                                                                            | 1.600                     | No. 066/Cilandak/1998 (PPAT<br>H. Zainur Zahari, SH.)    | 1.520.000.000                          | 16.962.000.000                         | 15.442.000.000       |
| Jl. Letjend Suprpto<br>RT.001/03                                                                                                                | 812                       | SHGB No. 1650                                            | 1.634.556.000                          | 7.364.231.000                          | 5.729.675.000        |
| Tanah Jalur Hijau yang<br>digunakan PT Agung<br>Duhamusaindo, Jl.<br>Letjen Suprpto,<br>Cempaka Putih Barat,<br>Cempaka Putih, Jakarta<br>Pusat | 511                       | No: 158 tanggal 18-9-1986                                | 1.643.920.000                          | 15.473.718.750                         | 13.829.798.750       |

Tabel berikut ini memuat informasi terkait Teknik penilaian dan asumsi-asumsi signifikan yang digunakan dalam perhitungan nilai wajar properti investasi:

**SPBU**

| Properti | Teknik valuasi                                                                                               | Input yang tidak dapat<br>diobservasi                                                                                |
|----------|--------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------|
| SPBU     | Pendekatan Pendapatan ( <i>Income Approach</i> ) dengan menggunakan metode <i>Discounted Cash Flow (DCF)</i> | Objek penilaian tidak dapat ditemukan pasar yang sebanding dan property sedang disewakan dan menghasilkan pendapatan |

**Restoran Sambal Bu Nik**

| Properti               | Teknik valuasi                                                                                               | Input yang tidak dapat<br>diobservasi                                                                                |
|------------------------|--------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------|
| Restoran Sambal Bu Nik | Pendekatan Pendapatan ( <i>Income Approach</i> ) dengan menggunakan metode <i>Discounted Cash Flow (DCF)</i> | Objek penilaian tidak dapat ditemukan pasar yang sebanding dan property sedang disewakan dan menghasilkan pendapatan |



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**13. PROPERTI INVESTASI** *(lanjutan)*

| Lapangan Tenis Lebak Lestari                      |                                                                                                                                                                                                                                                                        |                                                                                                                      |
|---------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------|
| Properti                                          | Teknik valuasi                                                                                                                                                                                                                                                         | Input yang tidak dapat diobservasi                                                                                   |
| Tanah kosong<br><br>Lapangan Tenis Lebak Lestari  | Pendekatan Pendapatan ( <i>Income Approach</i> ) dengan menggunakan metode <i>Discounted Cash Flow (DCF)</i>                                                                                                                                                           | Objek penilaian tidak dapat ditemukan pasar yang sebanding dan property sedang disewakan dan menghasilkan pendapatan |
| C'One Hotel dan Sate Maranggi                     |                                                                                                                                                                                                                                                                        |                                                                                                                      |
| Properti                                          | Teknik valuasi                                                                                                                                                                                                                                                         | Input yang tidak dapat diobservasi                                                                                   |
| Tanah kosong<br><br>C'One Hotel dan Sate Maranggi | Pendekatan Pasar ( <i>Market Approach</i> ) dengan menggunakan metode perbandingan data pasar yaitu dengan cara membandingkan beberapa data jual beli dan penawaran dari tanah yang terletak disekitar aset yang dinilai, yang kemudian dapat ditarik suatu kesimpulan | N/A                                                                                                                  |
| Master Glow                                       |                                                                                                                                                                                                                                                                        |                                                                                                                      |
| Properti                                          | Teknik valuasi                                                                                                                                                                                                                                                         | Input yang tidak dapat diobservasi                                                                                   |
| Tanah kosong<br><br>Master Glow                   | Pendekatan Pasar ( <i>Market Approach</i> ) dengan menggunakan metode perbandingan data pasar yaitu dengan cara membandingkan beberapa data jual beli dan penawaran dari tanah yang terletak disekitar aset yang dinilai, yang kemudian dapat ditarik suatu kesimpulan | N/A                                                                                                                  |

Properti investasi di SPBU sampai dengan tanggal 31 Desember 2025 terdiri tanah seluas 1.228 m2 yang disewakan kepada pihak kedua berdasarkan Perjanjian Sewa antara PT Jakarta Tourisindo (Perseroda) dan PT Karunia Cipta Persada nomor 023.A/-1.712.35 tanggal 22 Januari 2008 dan telah dilakukan perpanjangan kembali melalui Addendum III Perjanjian Sewa Nomor 1159.A/072 tanggal 15 Desember 2022 dengan masa sewa selama 5 tahun terhitung sejak tanggal 1 Januari 2023 sampai dengan tanggal 31 Desember 2027 dan nilai sewa sebesar Rp4.000.000.000 belum termasuk PPN 11%.

Properti investasi di Restoran Sambal Bu Nik sampai dengan tanggal 31 Desember 2024 terdiri dari tanah seluas 511 m2 yang disewakan kepada pihak kedua berdasarkan Perjanjian Kerjasama antara PT Jakarta Tourisindo (Perseroda) dan PT Makanan Asli Indonesia Nomor 491/072 tanggal 9 Juni 2023 dengan masa sewa selama 5 tahun terhitung sejak tanggal 9 Juli 2023 sampai dengan tanggal 8 Juli 2028 dan nilai sewa sebesar Rp1.300.000.000 belum termasuk PPN 11%.

Melalui Surat Kesepakatan Pengakhiran Perjanjian Nomor 780/PP.3 tanggal 25 Agustus 2025, disepakati bahwa perjanjian sewa lahan untuk Restoran Sambal Bu Nik telah berakhir. Sampai dengan tanggal 31 Desember 2025, lahan tersebut belum ditempati oleh penyewa baru.

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**13. PROPERTI INVESTASI (lanjutan)**

Properti investasi di Lapangan Tenis Lebak Lestari sampai dengan tanggal 31 Desember 2025 terdiri tanah seluas 1.600 m2 yang disewakan kepada pihak kedua berdasarkan Perjanjian Kerjasama antara PT Jakarta Tourisindo (Perseroda) dan PT Cemerlang Bersama Raket Nomor 900/PP.03 tanggal 26 September 2025 dengan masa sewa selama 3 tahun dihitung sejak tanggal 26 September 2025 sampai dengan tanggal 26 September 2028 yang dapat diperpanjang sesuai kesepakatan dan nilai sewa sebesar Rp1.418.625.000 belum termasuk PPN 11%.

Properti investasi di C'One Hotel dan Sate Maranggi sampai dengan tanggal 31 Desember 2025 terdiri atas tanah dengan total luas 9.230 m2 yang merupakan sebuah hotel dan rumah makan. Sebagian lahan atau seluas 2.441 m2 disewakan kepada pihak kedua berdasarkan Perjanjian Kerjasama Antara PT Jakarta Tourisindo (Perseroda) dengan Sate Maranggi Haji Yetty dengan masa sewa selama 5 tahun dihitung sejak tanggal 9 Februari 2023 sampai dengan tanggal 9 April 2028 dan nilai sewa sebesar Rp6.660.000.000 sudah termasuk PPN 11%.

Properti investasi di Master Glow sampai dengan tanggal 31 Desember 2025 terdiri atas tanah seluas 812 m2 yang disewakan kepada pihak kedua berdasarkan Perjanjian Kerjasama antara PT Jakarta Tourisindo (Perseroda) dan Master Glow Auto Nomor 559/072 tanggal 7 Juli 2023 dengan masa sewa selama 5 tahun dihitung sejak tanggal 7 Juli 2023 sampai dengan tanggal 15 September 2028 dan nilai sewa sebesar Rp200.000.000 per tahun sudah termasuk PPN 11%.

Untuk tahun-tahun yang berakhir pada tanggal 31 Desember 2025 dan 2024, pendapatan sewa properti investasi yang diakui di laporan laba rugi masing-masing sebesar Rp5.104.500.533 Rp dan Rp3.999.805.405.

Berdasarkan penelaahan manajemen Perusahaan, tidak terdapat kejadian-kejadian baik untuk operasional maupun fisik properti investasi atau perubahan-perubahan keadaan yang mengindikasikan adanya penurunan nilai properti investasi pada tanggal 31 Desember 2025 dan 2024.

**14. ASET LAIN-LAIN**

Rincian aset lain-lain adalah sebagai berikut:

|                   | <u>31 Desember 2025</u> | <u>31 Desember 2024</u> |
|-------------------|-------------------------|-------------------------|
| <i>Rebranding</i> | -                       | 72.150.000              |
| <b>Jumlah</b>     | <b>-</b>                | <b>72.150.000</b>       |

**15. UTANG BANK**

Rincian utang bank adalah sebagai berikut:

|                                   | <u>31 Desember 2025</u> | <u>31 Desember 2024</u> |
|-----------------------------------|-------------------------|-------------------------|
| <b>PT Bank DKI (Bank Jakarta)</b> |                         |                         |
| <i>Kredit Cash Colateral</i>      | 17.000.000.000          | 7.766.049.259           |
| <b>Jumlah</b>                     | <b>17.000.000.000</b>   | <b>7.766.049.259</b>    |

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**15. UTANG BANK (lanjutan)**

Pada tanggal 14 Maret 2025, Perusahaan menandatangani Perjanjian Kredit *Cash Collateral* Nomor 004/PK/111/III/2025 dengan PT Bank DKI (Bank Jakarta), dengan ketentuan dan persyaratan kredit sebagai berikut:

|                                    |   |                                                                                                                                                                    |
|------------------------------------|---|--------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Jumlah dan bentuk kredit           | : | Plafond fasilitas kredit sebesar Rp5.000.000.000                                                                                                                   |
| Tujuan penggunaan fasilitas kredit | : | Tambahan modal kerja operasional Perusahaan                                                                                                                        |
| Jangka waktu fasilitas kredit      | : | 12 bulan                                                                                                                                                           |
| Suku bunga                         | : | 2,25%                                                                                                                                                              |
| Denda                              | : | 150% dari tingkat suku bunga kredit yang berlaku                                                                                                                   |
| Agunan/jaminan                     | : | Pemberian jaminan gadai atas rekening giro sebesar Rp5.300.000.000 dengan jangka waktu selama fasilitas Kredit Beragunan Tunai masih berjalan dan bunga 1,25% p.a. |

Pada tanggal 30 Juni 2025, Perusahaan menandatangani Perjanjian Kredit *Cash Collateral* Nomor 065/PK/404/VI/2025 dengan PT Bank DKI (Bank Jakarta), dengan ketentuan dan persyaratan kredit sebagai berikut:

|                                    |   |                                                                                                                                                                    |
|------------------------------------|---|--------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Jumlah dan bentuk kredit           | : | Plafond fasilitas kredit sebesar Rp2.000.000.000                                                                                                                   |
| Tujuan penggunaan fasilitas kredit | : | Tambahan modal kerja operasional Perusahaan                                                                                                                        |
| Jangka waktu fasilitas kredit      | : | 12 bulan                                                                                                                                                           |
| Suku bunga                         | : | 1,75%                                                                                                                                                              |
| Denda                              | : | 150% dari tingkat suku bunga kredit yang berlaku                                                                                                                   |
| Agunan/jaminan                     | : | Pemberian jaminan gadai atas rekening giro sebesar Rp2.200.000.000 dengan jangka waktu selama fasilitas Kredit Beragunan Tunai masih berjalan dan bunga 1,75% p.a. |

Pada tanggal 12 Agustus 2025, Perusahaan menandatangani Perjanjian Kredit *Cash Collateral* Nomor 115/PK/404/VIII/2025 dengan PT Bank DKI (Bank Jakarta), dengan ketentuan dan persyaratan kredit sebagai berikut:

|                                    |   |                                                                                                                                                                     |
|------------------------------------|---|---------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Jumlah dan bentuk kredit           | : | Plafond fasilitas kredit sebesar Rp10.000.000.000                                                                                                                   |
| Tujuan penggunaan fasilitas kredit | : | Tambahan modal kerja operasional Perusahaan                                                                                                                         |
| Jangka waktu fasilitas kredit      | : | 12 bulan                                                                                                                                                            |
| Suku bunga                         | : | 1,75%                                                                                                                                                               |
| Denda                              | : | 150% dari tingkat suku bunga kredit yang berlaku                                                                                                                    |
| Agunan/jaminan                     | : | Pemberian jaminan gadai atas rekening giro sebesar Rp10.600.000.000 dengan jangka waktu selama fasilitas Kredit Beragunan Tunai masih berjalan dan bunga 0,75% p.a. |

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**16. UTANG USAHA**

Utang usaha merupakan utang atas masing-masing unit hotel kepada vendor.  
Rincian utang usaha adalah sebagai berikut:

|                                                                                 | <b>31 Desember 2025</b> | <b>31 Desember 2024</b> |
|---------------------------------------------------------------------------------|-------------------------|-------------------------|
| The Tavia Heritage Hotel                                                        | 4.826.728.691           | 4.278.197.780           |
| The Tavia Riverside Resort & Convention (d/h Grand Cempaka Resort & Convention) | 1.573.412.130           | 1.273.248.083           |
| d'Arcici Hotel Cempaka Putih                                                    | 291.807.620             | 261.620.346             |
| d'Arcici Hotel Sunter                                                           | 96.954.972              | 336.623.797             |
| C'One Hotel Cempaka Putih                                                       | 72.946.667              | 20.776.993              |
| C'One Hotel Pulomas                                                             | 27.780.920              | 105.353.373             |
| d'Arcici Hotel Plumpang                                                         | 21.085.765              | 20.859.170              |
| <b>Jumlah</b>                                                                   | <b>6.910.716.765</b>    | <b>6.296.679.542</b>    |

Kenaikan utang usaha per 31 Desember 2025 menjadi sebesar Rp6.910.716.765 dari tahun sebelumnya sebesar Rp6.296.679.542 merupakan utang usaha bersih sebagai dampak dari kegiatan usaha perhotelan.

**17. UTANG LAIN-LAIN**

**a. Utang Lain-Lain - Jangka Pendek**

Rincian utang lain-lain - jangka pendek adalah sebagai berikut:

|                         | <b>31 Desember 2025</b> | <b>31 Desember 2024</b> |
|-------------------------|-------------------------|-------------------------|
| Pajak bumi dan bangunan | 31.881.084.428          | 24.822.643.123          |
| Pihak ketiga            | 4.018.415.079           | 3.184.165.484           |
| Service karyawan        | 1.690.452.098           | 1.461.853.055           |
| Depositi tamu           | 1.547.534.314           | 1.136.690.285           |
| Kontraktor              | 1.526.488.680           | 9.475.782.624           |
| Hospitality             | 600.000.000             | 25.045.113.320          |
| CSR                     | 284.800                 | 284.800                 |
| <b>Jumlah</b>           | <b>41.264.259.399</b>   | <b>65.126.532.691</b>   |

Kewajiban pajak bumi dan bangunan yang masih harus dibayar per 31 Desember 2025 sebesar Rp31.881.084.428 merupakan saldo kewajiban pajak bumi dan bangunan tahun 2017 s.d. 2025 yang belum diselesaikan Perusahaan dengan rincian sebagai berikut:

| <b>Keterangan</b>                        | <b>Jumlah</b>         |
|------------------------------------------|-----------------------|
| Kewajiban PBB Tahun 2017                 | 1.463.793.365         |
| Kewajiban PBB Tahun 2018                 | 2.336.768.013         |
| Kewajiban PBB Tahun 2019                 | 2.513.473.425         |
| Kewajiban PBB Tahun 2020                 | 2.513.473.425         |
| Kewajiban PBB Tahun 2021                 | 2.513.473.425         |
| Kewajiban PBB Tahun 2022                 | 2.407.990.820         |
| Kewajiban PBB Tahun 2023                 | 2.592.123.330         |
| Kewajiban PBB Tahun 2024                 | 6.912.116.253         |
| Kewajiban PBB Tahun 2025                 | 8.627.872.372         |
| <b>Kewajiban yang belum diselesaikan</b> | <b>31.881.084.428</b> |

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**17. UTANG LAIN-LAIN (lanjutan)**

**a. Utang Lain-Lain - Jangka Pendek (lanjutan)**

Jumlah kewajiban yang belum diselesaikan tersebut adalah Pokok Pajak (tidak termasuk sanksi perpajakan berupa bunga).

Pada tahun 2025, Perusahaan telah melakukan penyelesaian tunggakan pajak bumi dan bangunan tahun 2017 s.d. 2025 untuk beberapa Unit Usaha dengan rincian sebagai berikut:

| Keterangan                                                                      | Jumlah               |
|---------------------------------------------------------------------------------|----------------------|
| The Tavia Riverside Resort & Convention (d/h Grand Cempaka Resort & Convention) | 1.032.359.707        |
| C'One Hotel Pulomas                                                             | 527.752.985          |
| d'Arcici Hotel Plumpang                                                         | 150.654.396          |
| <b>Jumlah</b>                                                                   | <b>1.710.767.088</b> |

Utang kontraktor sebesar Rp1.526.488.680 diantaranya merupakan utang kepada kontraktor atas pekerjaan renovasi The Tavia Heritage Hotel, The Tavia Riverside Resort & Convention (d/h Grand Cempaka Resort & Convention), d'Arcici Sport Center, dan d'Arcici Hotel Plumpang.

Utang *service* karyawan sebesar Rp1.690.452.098 merupakan *service* yang dibayarkan konsumen yang menjadi hak karyawan dan menjadi kewajiban Perusahaan terhadap karyawan dari 7 (tujuh) unit hotel yang dioperasikan Perusahaan.

**b. Utang Lain-Lain - Jangka Panjang**

Rincian utang lain-lain - jangka panjang adalah sebagai berikut:

|               | 31 Desember 2025      | 31 Desember 2024 |
|---------------|-----------------------|------------------|
| Hospitality   | 23.735.939.517        | -                |
| <b>Jumlah</b> | <b>23.735.939.517</b> | <b>-</b>         |

Utang hospitality 2025 sebesar Rp24.335.939.517 merupakan Pencatatan beban atas koreksi Badan Pengawas Keuangan dan Pembangunan (BPKP) dari Kegiatan *Hospitality* yang didanai oleh Badan Nasional Penanggulangan Bencana (BNPB) melalui Koordinator/PPK Kodam Jaya/Jayakarta untuk tahun 2025 yang terdiri dari:

- Kegiatan *Hospitality* di RSDC Kemayoran untuk periode Juli sampai dengan Desember 2022 sebesar Rp14.700.000.000.
- Kegiatan Pengadaan Sistem Aplikasi Nusa Tangguh Covid-19 (NTC) dan *Maintenance* Pengadaan Aplikasi di RSDCWA Kemayoran dan Pademangan sebesar Rp 9.635.939.517.

**18. PERPAJAKAN**

**a. Pajak Dibayar Dimuka**

Rincian pajak dibayar dimuka adalah sebagai berikut:

|                         | 31 Desember 2025   | 31 Desember 2024   |
|-------------------------|--------------------|--------------------|
| PPh pasal 25            | 458.694.414        | 458.694.414        |
| PPh pasal 4 Ayat 2      | 61.717.080         | 65.916.335         |
| Pajak Pertambahan Nilai | 3.465.000          | -                  |
| Pajak lainnya           | 5.841.600          | 5.841.600          |
| <b>Jumlah</b>           | <b>529.718.094</b> | <b>530.452.349</b> |



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**18. PERPAJAKAN (lanjutan)**

**b. Utang Pajak**

Rincian utang pajak adalah sebagai berikut:

|                                          | <u>31 Desember 2025</u> | <u>31 Desember 2024</u> |
|------------------------------------------|-------------------------|-------------------------|
| Pajak Pertambahan Nilai                  | 2.299.181.214           | 512.007.517             |
| Pajak Pembangunan I<br>dan Pajak Hiburan | 1.499.821.984           | 1.832.250.299           |
| Pajak Penghasilan:                       |                         |                         |
| Pasal 4 (2)                              | 931.697.694             | 792.437.809             |
| Pasal 21                                 | 444.207.853             | 218.216.682             |
| Pasal 23                                 | 201.687.802             | 47.052.047              |
| Pajak lainnya                            | 15.231.737              | 37.316.015              |
| <b>Jumlah</b>                            | <b>5.391.828.284</b>    | <b>3.439.280.369</b>    |

Utang Pajak Pembangunan I dan Pajak Hiburan sebesar Rp1.499.821.984 per 31 Desember 2025 merupakan Utang dari kegiatan hotel yang belum disetor ke Kas Daerah.

Utang Pajak Penghasilan Pasal 4 (2) sebesar Rp931.697.694 per 31 Desember 2025 sebagian besar merupakan atas kegiatan Pengadaan Renovasi Konstruksi yang menggunakan dana PMD maupun Internal.

**c. Pajak Penghasilan**

Pajak penghasilan Perusahaan terdiri dari:

|                 | <u>31 Desember 2025</u> | <u>31 Desember 2024</u> |
|-----------------|-------------------------|-------------------------|
| Pajak kini      | -                       | -                       |
| Pajak tangguhan | (2.466.919.712)         | 5.232.129.903           |
| <b>Jumlah</b>   | <b>(2.466.919.712)</b>  | <b>5.232.129.903</b>    |

**d. Rekonsiliasi antara laba sebelum pajak penghasilan seperti yang disajikan dalam laporan laba rugi dan taksiran penghasilan kena pajak:**

|                                            | <u>31 Desember 2025</u> | <u>31 Desember 2024</u> |
|--------------------------------------------|-------------------------|-------------------------|
| <b>Laba komersial</b>                      | <b>122.978.855.601</b>  | <b>69.002.255.742</b>   |
| Koreksi beda tetap:                        |                         |                         |
| - Beban pajak penghasilan                  | 4.485.119.597           | 3.502.420.867           |
| - Denda pajak                              | 23.456.890              | 4.504.586               |
| - Biaya PPh jasa giro                      | 75.948.696              | 94.477.244              |
| - Beban pemasaran                          | 2.601.486.732           | 2.135.514.280           |
| Pendapatan yang telah dikenakan PPh final: |                         |                         |
| - Pendapatan bunga deposito dan jasa giro  | (1.098.172.685)         | (4.492.782.446)         |
| - Pendapatan final                         | (14.514.607.688)        | (10.703.005.423)        |

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**18. PERPAJAKAN** *(lanjutan)*

- d. Rekonsiliasi antara laba sebelum pajak penghasilan seperti yang disajikan dalam laporan laba rugi dan taksiran penghasilan kena pajak: *(lanjutan)*

|                                                               | 31 Desember 2025         | 31 Desember 2024         |
|---------------------------------------------------------------|--------------------------|--------------------------|
| Alokasi beban atas penghasilan yang telah dikenakan PPh final | 17.169.187.364           | 17.210.780.374           |
| Koreksi beda waktu:                                           |                          |                          |
| - Selisih revaluasi properti investasi                        | (152.588.466.000)        | (123.593.612.500)        |
| - Cadangan piutang usaha                                      | 24.649.449               | 253.784.237              |
| - Beban imbalan pasca kerja                                   | 3.462.626.246            | 3.159.753.466            |
| - Pembayaran imbalan kerja                                    | (2.248.626.796)          | (3.507.680.465)          |
| <b>Jumlah Rugi Fiskal</b>                                     | <b>(19.628.542.594)</b>  | <b>(46.933.590.039)</b>  |
| <b>Kompensasi Rugi Fiskal:</b>                                |                          |                          |
| Tahun 2019                                                    | -                        | (14.740.864.506)         |
| Tahun 2020                                                    | (17.012.452.127)         | (17.012.452.127)         |
| Tahun 2021                                                    | 42.648.691.301           | 42.648.691.301           |
| Tahun 2022                                                    | (11.064.205.007)         | (11.064.205.007)         |
| Tahun 2023                                                    | (97.929.395.833)         | (97.929.395.833)         |
| Tahun 2024                                                    | (46.933.590.039)         | (46.933.590.039)         |
| Tahun 2025                                                    | (19.628.542.594)         | -                        |
| <b>Akumulasi Rugi Fiskal</b>                                  | <b>(149.919.494.298)</b> | <b>(145.031.816.210)</b> |
| <b>Pajak Penghasilan Terutang</b>                             | <b>-</b>                 | <b>-</b>                 |

- e. **Aset Pajak Tangguhan**

Rincian aset pajak tangguhan adalah sebagai berikut:

|                          | 1 Januari 2025        | Dikreditkan<br>(dibebankan)<br>ke laba rugi | Dikreditkan<br>(dibebankan)<br>ke penghasilan<br>komprehensif | 31 Desember 2025      |
|--------------------------|-----------------------|---------------------------------------------|---------------------------------------------------------------|-----------------------|
| Kompensasi rugi fiskal   | 31.906.999.567        | 1.075.289.179                               | -                                                             | 32.982.288.746        |
| Liabilitas imbalan kerja | 5.727.487.242         | 267.079.879                                 | 201.854.498                                                   | 6.196.421.619         |
| Penyisihan piutang       | 628.371.048           | 5.422.879                                   | -                                                             | 633.793.927           |
| <b>Jumlah</b>            | <b>38.262.857.857</b> | <b>1.347.791.937</b>                        | <b>201.854.498</b>                                            | <b>39.812.504.292</b> |
|                          | 1 Januari 2024        | Dikreditkan<br>(dibebankan)<br>ke laba rugi | Dikreditkan<br>(dibebankan)<br>ke penghasilan<br>komprehensif | 31 Desember 2024      |
| Kompensasi rugi fiskal   | 23.564.460.828        | 8.342.538.739                               | -                                                             | 31.906.999.567        |
| Liabilitas imbalan kerja | 5.829.510.641         | (76.543.940)                                | (25.479.459)                                                  | 5.727.487.242         |
| Penyisihan piutang       | 572.395.632           | 55.975.416                                  | -                                                             | 628.371.048           |
| <b>Jumlah</b>            | <b>29.966.367.101</b> | <b>8.321.970.215</b>                        | <b>(25.479.459)</b>                                           | <b>38.262.857.857</b> |

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**18. PERPAJAKAN** *(lanjutan)*

**f. Liabilitas Pajak Tangguhan**

Rincian liabilitas pajak tangguhan adalah sebagai berikut:

|                              | <u>1 Januari 2025</u>       | <u>Dikreditkan<br/>(dibebankan)<br/>ke laba rugi</u> | <u>Dikreditkan<br/>(dibebankan)<br/>ke penghasilan<br/>komprehensif</u> | <u>31 Desember 2025</u>     |
|------------------------------|-----------------------------|------------------------------------------------------|-------------------------------------------------------------------------|-----------------------------|
| Revaluasi properti investasi | 3.089.840.313               | 3.814.711.650                                        | -                                                                       | 6.904.551.963               |
| <b>Jumlah</b>                | <u><b>3.089.840.313</b></u> | <u><b>3.814.711.650</b></u>                          | <u><b>-</b></u>                                                         | <u><b>6.904.551.963</b></u> |
|                              | <u>1 Januari 2024</u>       | <u>Dikreditkan<br/>(dibebankan)<br/>ke laba rugi</u> | <u>Dikreditkan<br/>(dibebankan)<br/>ke penghasilan<br/>komprehensif</u> | <u>31 Desember 2024</u>     |
| Revaluasi properti investasi | -                           | 3.089.840.313                                        | -                                                                       | 3.089.840.313               |
| <b>Jumlah</b>                | <u><b>-</b></u>             | <u><b>3.089.840.313</b></u>                          | <u><b>-</b></u>                                                         | <u><b>3.089.840.313</b></u> |

**19. BEBAN AKRUAL**

Rincian beban akrual adalah sebagai berikut:

|               | <u>31 Desember 2025</u>      | <u>31 Desember 2024</u>     |
|---------------|------------------------------|-----------------------------|
| Listrik       | 616.404.474                  | 576.085.399                 |
| Air           | 207.929.180                  | 185.900.495                 |
| Telepon       | 55.224.261                   | 48.527.713                  |
| Laundry       | 44.419.430                   | 56.509.790                  |
| Jamsostek     | 31.910.757                   | 175.077.033                 |
| Lainnya       | 13.257.081.327               | 8.487.599.238               |
| <b>Jumlah</b> | <u><b>14.212.969.429</b></u> | <u><b>9.529.699.668</b></u> |

Beban akrual lainnya per 31 Desember 2025 sebesar Rp13.257.081.327 di antaranya adalah:

- Pembebanan atas Biaya Kegiatan Pariwisata sebesar Rp7.042.102.256.
- Beban yang masih harus dibayar atas biaya operasional dalam melayani hospitality sebesar Rp431.431.449.
- Potongan gaji karyawan oleh perusahaan atas pinjaman Bank yang di ambil karyawan yang belum dibayarkan kepada Bank Pemberi Kredit sebesar Rp187.869.939.
- Tunjangan Pakaian seragam Tahun 2021 sebesar Rp35.151.184 dan Tahun 2022 sebesar Rp227.565.000 untuk kantor pusat.
- Pembebanan atas Kegiatan Kantor Pusat sebesar Rp4.040.049.375 dan sebesar Rp2.140.929.697 tersebar di 7 (tujuh) unit hotel.

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**20. LIABILITAS KONTRAK**

Liabilitas kontrak sebesar Rp56.000.000.000 merupakan Dana Modal Pengadaan Tanah dari Perumda Pembangunan Sarana Jaya sebagaimana tertuang dalam Perjanjian Pendahuluan antara PT Jakarta Tourisindo (Perseroda) dengan Perumda Pembangunan Sarana Jaya tanggal 29 Januari 2020 dan telah dilakukan perubahan/addendum beberap kali dimana perubahan/addendum Perjanjian Pendahuluan terakhir atau ke 5 (lima) pada tanggal 29 Desember 2022.

Selanjutnya kerjasama tersebut diatur dalam Perjanjian Kerjasama Induk No. 21 tanggal 15 Juni 2023 dalam Rangka Kerjasama Pengembangan dan Pembangunan Lahan yang terletak di Jl. TB Simatupang/Jl. RA Kartini No. 42 Kelurahan Cilandak Barat, Kecamatan Cilandak, Jakarta Selatan, dimana maksud dari Perjanjian Kerjasama ini diantaranya:

- Menyepakati pemberian HGB kepada Perumda Pembangunan Sarana Jaya setelah diterbitkannya HPL kepada PT Jakarta Tourisindo.
- Melakukan pemanfaatan dan melaksanakan proyek diatas tanah kerjasama dengan memberikan hak pemanfaatan selama jangka waktu perjanjian kerjasama antara para pihak dan mitra sehubungan dengan pelaksanaan hak pemanfaatan dalam kerjasama.

Berdasarkan Surat Keputusan Menteri Agraria dan Tata Ruang/ Kepala Badan Pertanahan Nasional Republik Indonesia Nomor 184/HPL/KEM-ATR/BPN/XII/2023 tanggal 14 Desember 2023 tentang Pemberian Hak Pengelolaan Atas Nama PT Jakarta Tourisindo Atas Tanah di Kota Administrasi Jakarta Selatan, Provinsi Daerah Khusus Ibukota Jakarta, terdapat beberapa poin putusan diantaranya:

- Keputusan poin 3: Pemberiaan Hak Pengelolaan Tanah kepada PT Jakarta Tourisindo
- Keputusan poin 5: PT Jakarta Tourisindo memiliki kewajiban untuk membayar BPHTB atas tanah tersebut.
- Keputusan poin 7: Untuk memperoleh tanda bukti hak berupa Sertifikat Hak Pengelolaan, penerima hak wajib mendaftarkan Keputusan ini pada kantor Pertanahan paling lambat 6 bulan terhitung tanggal keputusan ini.

Sampai dengan 31 Desember 2025 proyek tersebut masih belum terselesaikan.

**21. PENDAPATAN DITERIMA DIMUKA**

Rincian pendapatan diterima dimuka adalah sebagai berikut:

|                                                      | <b>31 Desember 2025</b> | <b>31 Desember 2024</b> |
|------------------------------------------------------|-------------------------|-------------------------|
| Sewa Lahan                                           | 10.803.316.901          | 6.398.977.068           |
| Sewa Ruangan                                         | 5.408.200.392           | 2.677.862.624           |
| Sewa Toko                                            | 1.721.672.014           | 3.866.616.412           |
| Sewa Pom Bensin                                      | -                       | 452.464.179             |
| Sewa BTS                                             | -                       | 1.023.083.333           |
| Sewa Kamar                                           | -                       | 206.422                 |
| Lainnya                                              | 9.934.151.311           | 14.751.437.668          |
| <b>Jumlah</b>                                        | <b>27.867.340.618</b>   | <b>29.170.647.706</b>   |
| Dikurangi: Bagian lancar yang jatuh tempo satu tahun | 9.941.716.457           | 9.157.549.427           |
| <b>Pendapatan diterima dimuka jangka Panjang</b>     | <b>17.925.624.161</b>   | <b>20.013.098.279</b>   |

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**22. LIABILITAS IMBALAN PASCA KERJA**

Perhitungan atas imbalan kerja Perusahaan dengan menggunakan metode *Projected Unit Credit* didasarkan pada penilaian yang dilakukan oleh KKA V. Agus Basuki (Aktuaria Independen) dengan No. 116/LAP/KKA-VAB/II/2026 tanggal 26 Februari 2026 untuk tahun-tahun yang berakhir pada tanggal 31 Desember 2025 dengan menggunakan asumsi-asumsi sebagai berikut:

|                       | <b>31 Desember 2025</b>      | <b>31 Desember 2024</b>      |
|-----------------------|------------------------------|------------------------------|
| Tingkat diskonto      | 5,59%                        | 7,04%                        |
| Tingkat kenaikan gaji | 4,00%                        | 4,00%                        |
| Tingkat mortalita     | TMI-IV-2019                  | TMI-IV-2019                  |
| Tingkat cacat         | 5%                           | 5%                           |
| Usia pensiun normal   | 56 Tahun                     | 56 Tahun                     |
| Metode aktuarial      | <i>Projected Unit Credit</i> | <i>Projected Unit Credit</i> |
| Jumlah karyawan       | 296                          | 321                          |

Jumlah yang diakui pada laporan laba rugi untuk tahun yang berakhir 31 Desember 2025 dan 2024 adalah sebagai berikut:

|                 | <b>31 Desember 2025</b> | <b>31 Desember 2024</b> |
|-----------------|-------------------------|-------------------------|
| Beban bunga     | 1.832.795.917           | 1.740.903.859           |
| Beban jasa kini | 1.629.830.328           | 1.418.849.606           |
| <b>Jumlah</b>   | <b>3.462.626.245</b>    | <b>3.159.753.465</b>    |

Mutasi nilai kini liabilitas imbalan kerja per 31 Desember 2025 dan 2024 adalah sebagai berikut:

|                                                                 | <b>31 Desember 2025</b> | <b>31 Desember 2024</b> |
|-----------------------------------------------------------------|-------------------------|-------------------------|
| Kewajiban pada awal tahun                                       | 26.034.032.915          | 26.497.775.637          |
| Beban yang diakui pada laporan laba rugi                        | 3.462.626.245           | 3.159.753.465           |
| Beban/(pendapatan) yang diakui di penghasilan komprehensif lain | 917.520.446             | (115.815.722)           |
| Pembayaran pesangon                                             | (2.248.626.794)         | (3.507.680.465)         |
| <b>Jumlah</b>                                                   | <b>28.165.552.812</b>   | <b>26.034.032.915</b>   |

**23. LIABILITAS TIDAK LANCAR LAINNYA**

Rincian liabilitas tidak lancar lainnya adalah sebagai berikut:

|                                                          | <b>31 Desember 2025</b> | <b>31 Desember 2024</b> |
|----------------------------------------------------------|-------------------------|-------------------------|
| Utang Bea Pengalihan Hak atas Tanah dan Bangunan (BPHTB) | 8.644.562.325           | 8.644.562.325           |
| Penjualan aset yang belum ditentukan alokasinya          | 166.501.741             | 166.501.741             |
| <b>Jumlah</b>                                            | <b>8.811.064.066</b>    | <b>8.811.064.066</b>    |



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**23. LIABILITAS TIDAK LANCAR LAINNYA (lanjutan)**

Saldo liabilitas tidak lancar lainnya adalah hasil penjualan aset yang belum ditentukan alokasinya atau merupakan penerimaan bersih atas penjualan aset tanah yang masih dalam proses penyelesaian sebagaimana tercantum dalam Perda No. 5 Tahun 2004, dengan rincian sebagai berikut:

|                                                        | 31 Desember 2025       | 31 Desember 2024       |
|--------------------------------------------------------|------------------------|------------------------|
| Penjualan tanah Rawa Kerbo tahun 2010                  | 811.136.932            | 811.136.932            |
| Penjualan tanah Rawa Kerbo tahun 2011                  | 6.395.701.450          | 6.395.701.450          |
|                                                        | <b>7.206.838.382</b>   | <b>7.206.838.382</b>   |
| Dikurangi:                                             |                        |                        |
| Penjualan tanah Rawa Kerbo yang dibatalkan             | (540.336.641)          | (540.336.641)          |
| Reklasifikasi ke penambahan modal disetor              | (6.500.000.000)        | (6.500.000.000)        |
|                                                        | <b>(7.040.336.641)</b> | <b>(7.040.336.641)</b> |
| <b>Penjualan aset yang belum ditentukan alokasinya</b> | <b>166.501.741</b>     | <b>166.501.741</b>     |

Total penerimaan b dari hasil penjualan tanah di Rawa Kerbo tahun 2010 dan 2011 sebesar Rp7.206.838.382 telah dicatat sebesar Rp6.500.000.000 sebagai penambahan modal disetor Pemerintah Provinsi DKI Jakarta kepada Perusahaan sesuai dengan Perda No. 5 Tahun 2004 dan telah disahkan dalam Rapat Umum Pemegang Saham Luar Biasa tanggal 24 April 2012.

**24. MODAL SAHAM**

Susunan pemegang saham per 31 Desember 2025 dan 2024 adalah sebagai berikut:

| Pemegang Saham      | 31 Desember 2025 dan 2024 |                |                        |
|---------------------|---------------------------|----------------|------------------------|
|                     | Jumlah Saham (lembar)     | Pemilikan (%)  | Nilai (Rp)             |
| Pemprov DKI Jakarta | 710.545                   | 99,58%         | 710.545.000.000        |
| Perumda Pasar Jaya  | 3.000                     | 0,42%          | 3.000.000.000          |
| <b>Jumlah</b>       | <b>713.545</b>            | <b>100,00%</b> | <b>713.545.000.000</b> |

Berdasarkan Akta Pendirian No. 6 tanggal 17 September 2004 Notaris Yualita Widyadhari, S.H., modal dasar Perusahaan adalah sebesar Rp750.000.000.000 yang terbagi atas 750.000 saham dengan nilai nominal Rp1.000.000 per saham dan pada tahun 2021 telah terjadi perubahan Modal dasar menjadi Rp2.798.697.161.600 dengan Akta Notaris Yualita Widyadhari, SH., M.Kn. Nomor 15 tanggal 28 November 2022. Dari ditempatkan dan disetor penuh oleh para pemegang saham sebanyak 699.674 saham.

Saham Pemda DKI Jakarta merupakan pemasukan (inbreng) seluruh aktiva dan pasiva dari PD Wisata Niaga Jaya dan Yayasan Wisma Jaya Raya sebagai ternyata dalam neraca keduanya per tanggal 30 September 2015, dan tambahan Penyertaan Modal Pemerintah (PMP) Provinsi DKI Jakarta pada tahun 2005 dan 2006 masing-masing sebesar Rp18.000.000.000 dan Rp7.500.000.000, sedangkan Perumda Pasar Jaya menyeter dengan uang tunai kepada Perusahaan sebesar Rp3.000.000.000.

Penambahan modal disetor sebesar Rp18.000.000.000 berasal dari Penyertaan Modal Pemerintah (PMP) Provinsi DKI Jakarta sesuai dengan Perda No. 1 tahun 2005 tentang Anggaran Pendapatan dan Belanja Daerah Provinsi DKI Jakarta tahun 2005 dan SK Gubernur Provinsi DKI Jakarta Nomor 2000/2005 tanggal 18 Oktober 2005 tentang Penyertaan Modal Pemerintah Provinsi DKI Jakarta kepada PT Jakarta Tourisindo Tahun Anggaran 2005. Penambahan modal disetor tersebut ditetapkan dalam RUPS-LB tanggal 9 Desember 2005 dan disahkan oleh Notaris Yualita Widyadhari, S.H., Nomor 7 tanggal 16 Desember 2005.

Penambahan modal disetor sebesar Rp7.500.000.000 berasal dari Penyertaan Modal Pemerintah (PMP) Provinsi DKI Jakarta sebesar yang telah ditetapkan dalam RUPS-LB tanggal 29 November 2006 dan disahkan oleh Notaris Yualita Widyadhari, S.H., Nomor 26 tanggal 29 November 2006.

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**24. MODAL SAHAM (lanjutan)**

Penambahan modal disetor sebesar Rp6.500.000.000 berasal dari Penyertaan Modal Pemerintah (PMP) Provinsi DKI Jakarta yang telah ditetapkan dalam RUPS-LB tanggal 24 April 2012 dan disahkan oleh Notaris Yualita Widyadhari, S.H.

Berdasarkan Akta nomor 5 tanggal 9 Juli 2018 yang dibuat oleh Arif Sulistyo Eko Wibowo, SH. pengganti dari Yualita Widyadhari, SH., Mkn. notaris di Jakarta Pusat mengenai persetujuan pencatatan penyertaan modal daerah Tahun Buku 2017 sebesar Rp6.593.464.820 menjadi modal disetor Perseroan dan penerbitan 6.593 lembar saham nomor seri 462.012 sampai dengan 468.604 yang masing-masing dengan nilai nominal Rp1.000.000 atau senilai Rp6.593.000.000 yang diambil bagian seluruhnya oleh Pemprov DKI Jakarta.

Berdasarkan Akta Notaris Yualita Widyadhari, SH., M.Kn. nomor 6 tanggal 20 Juli 2021 mengenai persetujuan pencatatan Penyertaan Modal Daerah Tahun Buku 2020 sebesar Rp92.196.000.000 menjadi modal disetor Perseroan dan penerbitan 92.196 lembar saham nomor seri 468.605 sampai dengan 560.800 yang masing-masing dengan nilai nominal Rp1.000.000 atau senilai Rp92.196.000.000 yang diambil bagian seluruhnya oleh Pemprov DKI Jakarta.

Berdasarkan Akta Notaris Yualita Widyadhari, SH., M.Kn. nomor 15 tanggal 28 November 2022 mengenai persetujuan pencatatan Penyertaan Modal Daerah sebesar Rp138.874.000.000 menjadi modal disetor Perseroan dan penerbitan 138.874 lembar saham dengan nomor seri 560.801 sampai dengan 699.674 yang masing-masing dengan nilai nominal Rp1.000.000 atau senilai Rp138.874.000.000 yang diambil bagian seluruhnya oleh Pemprov DKI Jakarta.

Berdasarkan Akta Notaris Yualita Widyadhari, SH., M.Kn. nomor 11 tanggal 20 Juni 2024 mengenai persetujuan pencatatan Penyertaan Modal Daerah sebesar Rp13.871.000.000 menjadi modal disetor Perseroan dan penerbitan 13.871 lembar saham dengan nomor seri 699.674 sampai dengan 713.545 yang masing-masing dengan nilai nominal Rp1.000.000 atau senilai Rp13.871.000.000 yang diambil bagian seluruhnya oleh Pemprov DKI Jakarta.

**25. TAMBAHAN MODAL DISETOR**

Tambahan modal disetor lainnya per 31 Desember 2025 sebesar Rp730.595 merupakan nilai sisa PMD Provinsi DKI Jakarta dari Tahun 2024 yang belum dapat dikonversikan ke dalam Lembar Saham karena jumlahnya belum mencukupi 1 (satu) Lembar Saham yang bernilai Rp1.000.000.

**26. CADANGAN UMUM**

Rincian cadangan umum adalah sebagai berikut:

|                     | 31 Desember 2025     | 31 Desember 2024     |
|---------------------|----------------------|----------------------|
| Cadangan tahun 2005 | 373.214.614          | 373.214.614          |
| Cadangan tahun 2006 | 172.041.998          | 172.041.998          |
| Cadangan tahun 2007 | 950.367.153          | 950.367.153          |
| Cadangan tahun 2008 | 2.470.119.211        | 2.470.119.211        |
| Cadangan tahun 2009 | 5.058.857.828        | 5.058.857.828        |
| Cadangan tahun 2010 | 6.161.126.477        | 6.161.126.477        |
| Cadangan tahun 2011 | 4.421.892.271        | 4.421.892.271        |
| Cadangan tahun 2012 | 10.161.983.721       | 10.161.983.721       |
| Cadangan tahun 2013 | 10.637.171.480       | 10.637.171.480       |
| Cadangan tahun 2014 | 3.060.606.791        | 3.060.606.791        |
| Cadangan tahun 2015 | 819.593.191          | 819.593.191          |
| Cadangan tahun 2020 | (39.853.561.114)     | (39.853.561.114)     |
| <b>Jumlah</b>       | <b>4.433.413.621</b> | <b>4.433.413.621</b> |

Cadangan umum merupakan cadangan yang disisihkan dari laba bersih yang besarnya ditetapkan sesuai dengan UU Tahun 2007 tentang Perseroan Terbatas, selanjutnya ditetapkan dalam RUPS. Jumlah kumulatif Cadangan umum yang telah dibentuk Perseroan sampai dengan 31 Desember 2025 sebesar Rp4.433.413.621.

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**27. SALDO LABA (RUGI)**

Rincian saldo laba (rugi) Perusahaan adalah sebagai berikut:

|                                                    | <u>31 Desember 2025</u> | <u>31 Desember 2024</u>  |
|----------------------------------------------------|-------------------------|--------------------------|
| Saldo laba (rugi):                                 |                         |                          |
| - Saldo Rugi Tahun 2016                            | (16.516.243.095)        | (16.516.243.095)         |
| - Saldo Rugi Tahun 2017                            | (19.723.288.785)        | (19.723.288.785)         |
| - Saldo Rugi Tahun 2018                            | (15.456.504.527)        | (15.456.504.527)         |
| - Saldo Rugi Tahun 2019                            | (21.810.205.166)        | (21.810.205.166)         |
| - Saldo Laba Tahun 2020                            | 2.710.196.911           | 2.710.196.911            |
| - Saldo Laba Tahun 2021                            | 28.286.534.705          | 28.286.534.705           |
| - Saldo Rugi Tahun 2022                            | (15.842.037.980)        | (15.842.037.980)         |
| - Saldo Rugi Tahun 2023                            | (87.688.737.953)        | (87.688.737.953)         |
| - Saldo Rugi Tahun 2024                            | 74.234.385.645          | -                        |
| <b>Sub jumlah</b>                                  | <b>(71.805.900.245)</b> | <b>(146.040.285.890)</b> |
| <br>- Saldo Laba Tahun 2025                        |                         |                          |
| - Rugi tahun berjalan sebelum keuntungan revaluasi | (32.076.530.111)        | (49.359.226.855)         |
| - Keuntungan revaluasi                             | 152.588.466.000         | 123.593.612.500          |
|                                                    | <b>120.511.935.889</b>  | <b>74.234.385.645</b>    |
| <br><b>Jumlah</b>                                  | <b>48.706.035.644</b>   | <b>(71.805.900.245)</b>  |

**28. PENDAPATAN USAHA**

Rincian pendapatan usaha adalah sebagai berikut:

|                                    | <u>31 Desember 2025</u> | <u>31 Desember 2024</u> |
|------------------------------------|-------------------------|-------------------------|
| <b>Pendapatan Usaha Perhotelan</b> |                         |                         |
| - Kamar                            | 45.415.931.344          | 36.944.417.320          |
| - Makanan dan minuman              | 41.517.249.247          | 32.510.541.141          |
| - Sewa                             | 9.239.095.334           | 6.657.124.034           |
| - Klub keanggotaan                 | 108.405.642             | 281.695.197             |
| <b>Jumlah</b>                      | <b>96.280.681.567</b>   | <b>76.393.777.692</b>   |
| <br><b>Pendapatan Pariwisata</b>   |                         |                         |
| - Pariwisata                       | 73.272.591.405          | 13.412.482.092          |
| <b>Jumlah</b>                      | <b>73.272.591.405</b>   | <b>13.412.482.092</b>   |
| <b>Pendapatan Usaha Lainnya</b>    |                         |                         |
| - Lainnya                          | 9.534.297.674           | 7.444.060.767           |
| <b>Jumlah</b>                      | <b>9.534.297.674</b>    | <b>7.444.060.767</b>    |
| <b>Jumlah Pendapatan Usaha</b>     | <b>179.087.570.646</b>  | <b>97.250.320.551</b>   |

Pendapatan Usaha per 31 Desember 2025 sebesar Rp179.087.570.646 terdiri dari 3 (tiga) kelompok Pendapatan usaha yaitu:

- Pendapatan dari 7 (tujuh) unit Perhotelan sebesar Rp96.280.681.567.
- Pendapatan dari Pariwisata yang didapat dari kegiatan atau Bisnis Pariwisata yang diperoleh dari Penerimaan Dana dan Sponsor sebesar Rp73.272.591.405.
- Pendapatan usaha lainnya sebesar Rp9.534.297.674 di antaranya adalah pendapatan atas pengunjung kolam renang d'Arcici Sport dan pendapatan atas listrik dari penyewa *tenant*.

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**29. BEBAN LANGSUNG**

Rincian beban langsung adalah sebagai berikut:

|                                  | <u>31 Desember 2025</u> | <u>31 Desember 2024</u> |
|----------------------------------|-------------------------|-------------------------|
| <b>Beban Langsung Perhotelan</b> |                         |                         |
| - Tenaga kerja langsung          | 18.522.833.336          | 18.185.195.124          |
| - Makanan dan minuman            | 16.426.104.051          | 12.776.970.761          |
| <b>Jumlah</b>                    | <b>34.948.937.387</b>   | <b>30.962.165.885</b>   |
| <b>Beban Pariwisata</b>          |                         |                         |
| - Pariwisata                     | 56.444.046.268          | 9.396.417.662           |
| <b>Jumlah</b>                    | <b>56.444.046.268</b>   | <b>9.396.417.662</b>    |
| <b>Beban Langsung Lainnya</b>    |                         |                         |
| - Lainnya                        | 14.594.921.932          | 13.104.323.202          |
| <b>Jumlah</b>                    | <b>14.594.921.932</b>   | <b>13.104.323.202</b>   |
| <b>Jumlah Beban Langsung</b>     | <b>105.987.905.587</b>  | <b>53.462.906.749</b>   |

Beban langsung per 31 Desember 2025 sebesar Rp105.987.905.587 terdiri dari 3 (tiga) kelompok Beban langsung yaitu:

- Beban Langsung Perhotelan dari 7 (tujuh) unit usaha perhotelan sebesar Rp34.948.937.387.
- Beban Pariwisata yang didapat dari kegiatan atau Bisnis Pariwisata yang diperoleh dari Penerimaan Dana dan Sponsor sebesar Rp56.444.046.268.
- Beban langsung lainnya sebesar Rp14.594.921.932 di antaranya adalah beban atas kegiatan atau event dan beban atas listrik dari penyewa *tenant* sebesar Rp1.472.634.852.

**30. BEBAN USAHA**

Rincian beban usaha adalah sebagai berikut:

**a. Beban penjualan**

|                   | <u>31 Desember 2025</u> | <u>31 Desember 2024</u> |
|-------------------|-------------------------|-------------------------|
| Promosi dan iklan | 1.879.298.416           | 1.650.411.614           |
| Marketing Fee     | 593.041.807             | 407.282.761             |
| Jamuan tamu       | 18.402.531              | 10.718.328              |
| Lain-lain         | 110.743.978             | 67.101.577              |
| <b>Jumlah</b>     | <b>2.601.486.732</b>    | <b>2.135.514.280</b>    |

**b. Beban umum dan administrasi**

|                            | <u>31 Desember 2025</u> | <u>31 Desember 2024</u> |
|----------------------------|-------------------------|-------------------------|
| Pegawai                    | 35.374.833.681          | 35.693.526.039          |
| Penyusutan & amortisasi    | 26.860.583.784          | 23.869.212.925          |
| Kantor                     | 16.223.298.314          | 17.333.273.478          |
| Umum                       | 13.287.778.526          | 13.234.665.411          |
| Pajak                      | 4.485.119.597           | 3.502.420.867           |
| Imbalan pasca kerja        | 3.462.626.245           | 3.159.753.465           |
| Pemeliharaan dan perbaikan | 3.196.945.463           | 3.547.090.054           |
| Perjalanan dinas           | 289.856.385             | 136.736.918             |
| Penyisihan piutang         | 70.500.078              | 306.574.130             |
| <b>Jumlah</b>              | <b>103.251.542.073</b>  | <b>100.783.253.287</b>  |
| <b>Jumlah Beban Usaha</b>  | <b>105.853.028.805</b>  | <b>102.918.767.567</b>  |

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**31. PENDAPATAN (BEBAN) LAIN-LAIN**

Rincian pendapatan (beban) lain-lain adalah sebagai berikut:

**a. Pendapatan Lain-lain**

|                                    | <b>31 Desember 2025</b> | <b>31 Desember 2024</b> |
|------------------------------------|-------------------------|-------------------------|
| Bunga deposito                     | 676.438.347             | 4.010.992.509           |
| Jasa giro                          | 421.734.338             | 481.789.937             |
| Penjualan aset tetap               | 8.756.399               | 525.865.313             |
| Klaim Asuransi                     | -                       | 38.753.000              |
| Lainnya                            | 2.687.008.335           | 149.789.457             |
| <b>Jumlah Pendapatan Lain-lain</b> | <b>3.793.937.419</b>    | <b>5.207.190.216</b>    |

Pendapatan bunga deposito sebesar Rp676.438.347 merupakan penempatan Dana di Bank DKI (Bank Jakarta).

**b. Beban Lain-lain**

|                               | <b>31 Desember 2025</b> | <b>31 Desember 2024</b> |
|-------------------------------|-------------------------|-------------------------|
| Administrasi bank             | (280.433.818)           | (205.704.348)           |
| Denda bunga bank              | (211.079.221)           | (46.762.975)            |
| Beban jasa giro               | (75.948.696)            | (94.477.244)            |
| Denda pajak                   | (23.456.890)            | (4.504.586)             |
| Beban lainnya                 | (59.265.447)            | (315.744.056)           |
| <b>Jumlah Beban Lain-lain</b> | <b>(650.184.072)</b>    | <b>(667.193.209)</b>    |

**32. LABA PER SAHAM**

Perhitungan laba per saham dasar adalah sebagai berikut:

|                                                                                      | <b>31 Desember 2025</b> | <b>31 Desember 2024</b> |
|--------------------------------------------------------------------------------------|-------------------------|-------------------------|
| Nilai nominal                                                                        | 1.000.000               | 1.000.000               |
| Rata-rata tertimbang dari jumlah saham untuk perhitungan laba bersih per saham dasar | 713.545                 | 713.545                 |
| Laba Tahun Berjalan                                                                  | 120.511.935.889         | 74.234.385.645          |
| <b>Laba per Saham</b>                                                                | <b>168.892</b>          | <b>104.036</b>          |

Perusahaan tidak memiliki efek yang bersifat *dilutive* pada tanggal 31 Desember 2025 dan 2024



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**33. SIFAT DAN TRANSAKSI HUBUNGAN BERELASI**

Rincian transaksi hubungan berelasi ini terinci sebagai berikut:

Sifat hubungan istimewa

| Pihak yang mempunyai hubungan istimewa                                                      | Sifat hubungan                                        | Sifat transaksi                                       |
|---------------------------------------------------------------------------------------------|-------------------------------------------------------|-------------------------------------------------------|
| - PT Bank DKI (Bank Jakarta)                                                                | Entitas Sepengendali Pemerintah (Pemprov DKI Jakarta) | Rekening Giro dan Deposito, Piutang usaha, Pendapatan |
| - PT Transportasi Jakarta                                                                   | Entitas Sepengendali Pemerintah (Pemprov DKI Jakarta) | Piutang usaha, Pendapatan                             |
| - Dinas Pariwisata dan Ekonomi Kreatif Provinsi DKI Jakarta                                 | Entitas Sepengendali Pemerintah (Pemprov DKI Jakarta) | Piutang usaha, Pendapatan                             |
| - Dinas Kebudayaan Provinsi DKI Jakarta                                                     | Entitas Sepengendali Pemerintah (Pemprov DKI Jakarta) | Piutang usaha                                         |
| - Dewan Perwakilan Rakyat Daerah Provinsi DKI Jakarta                                       | Entitas Sepengendali Pemerintah (Pemprov DKI Jakarta) | Piutang usaha                                         |
| - PT Jakarta Propertindo (Perseroda)                                                        | Entitas Sepengendali Pemerintah (Pemprov DKI Jakarta) | Piutang usaha                                         |
| - Perusahaan Umum Daerah Pasar Jaya (Perumda Pasar Jaya)                                    | Entitas Sepengendali Pemerintah (Pemprov DKI Jakarta) | Piutang usaha                                         |
| - Perusahaan Umum Daerah Dharma Jaya (Perumda Dharma Jaya)                                  | Entitas Sepengendali Pemerintah (Pemprov DKI Jakarta) | Utang usaha                                           |
| - Perusahaan Umum Daerah Pengelolaan Air Limbah Jaya (Perumda PAL Jaya)                     | Entitas Sepengendali Pemerintah (Pemprov DKI Jakarta) | Utang usaha                                           |
| - Badan Pendapatan Daerah Provinsi DKI Jakarta                                              | Entitas Sepengendali Pemerintah (Pemprov DKI Jakarta) | Kewajiban PBB                                         |
| - Panitia Nasional Karnaval Kemerdekaan Hari Ulang Tahun ke-80 Republik Indonesia           | Entitas Pemerintah Pusat / Kegiatan Nasional          | Pendapatan                                            |
| - Badan Pengembangan Sumber Daya Manusia Provinsi DKI Jakarta                               | Entitas Sepengendali Pemerintah (Pemprov DKI Jakarta) | Pendapatan                                            |
| - Perusahaan Umum Daerah Air Minum Jaya (Perumda PAM Jaya)                                  | Entitas Sepengendali Pemerintah (Pemprov DKI Jakarta) | Pendapatan                                            |
| - Badan Perencanaan Pembangunan Daerah Provinsi DKI Jakarta (Bappeda)                       | Entitas Sepengendali Pemerintah (Pemprov DKI Jakarta) | Pendapatan                                            |
| - PT Pembangunan Jaya Ancol Tbk                                                             | Entitas Sepengendali Pemerintah (Pemprov DKI Jakarta) | Pendapatan                                            |
| - PT Bank Rakyat Indonesia (Persero) Tbk                                                    | Entitas Sepengendali Pemerintah (Pemprov DKI Jakarta) | Pendapatan                                            |
| - Dinas Perindustrian, Perdagangan, Koperasi, Usaha Kecil dan Menengah Provinsi DKI Jakarta | Entitas Sepengendali Pemerintah (Pemprov DKI Jakarta) | Pendapatan                                            |

| Uraian                                                       | 31 Desember 2025         | 31 Desember 2024       |
|--------------------------------------------------------------|--------------------------|------------------------|
| <b>a. Kas dan setara kas</b>                                 |                          |                        |
| - PT Bank DKI (Bank Jakarta)                                 | 31.816.517.841           | 106.034.481.647        |
| <b>Jumlah Kas dan setara kas</b><br><i>(lihat Catatan 4)</i> | <b>31.816.517.841</b>    | <b>106.034.481.647</b> |
| <b>Jumlah Aset</b>                                           | <b>1.016.997.766.126</b> | <b>876.201.099.861</b> |
| <b>Presetase terhadap jumlah aset</b>                        | <b>3,13%</b>             | <b>12,10%</b>          |

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**33. SIFAT DAN TRANSAKSI HUBUNGAN BERELASI (lanjutan)**

| <b>Uraian</b>                                                                           | <b>31 Desember 2025</b>  | <b>31 Desember 2024</b> |
|-----------------------------------------------------------------------------------------|--------------------------|-------------------------|
| <b>b. Piutang usaha pihak berelasi</b>                                                  |                          |                         |
| - PT Transportasi Jakarta                                                               | 98.874.763               | -                       |
| - Dinas Kebudayaan Provinsi DKI Jakarta                                                 | 75.524.909               | -                       |
| - Dinas Pariwisata dan Ekonomi Kreatif<br>Provinsi DKI Jakarta                          | 42.500.000               | -                       |
| - Dewan Perwakilan Rakyat Daerah Provinsi<br>DKI Jakarta                                | 20.000.000               | -                       |
| - PT Jakarta Propertindo (Perseroda)                                                    | 10.499.993               | -                       |
| - PT Bank DKI (Bank Jakarta)                                                            | 5.974.550                | 3.966.345               |
| - Perusahaan Umum Daerah Pasar Jaya<br>(Perumda Pasar Jaya)                             | -                        | 96.848.000              |
| <b>Jumlah Piutang usaha pihak berelasi</b>                                              | <b>253.374.215</b>       | <b>100.814.345</b>      |
| <b>Jumlah Aset</b>                                                                      | <b>1.016.997.766.126</b> | <b>876.201.099.861</b>  |
| <b>Presetase terhadap jumlah aset</b><br><i>(lihat Catatan 5)</i>                       | <b>0,02%</b>             | <b>0,01%</b>            |
| <b>c. Utang usaha pihak berelasi</b>                                                    |                          |                         |
| - Perusahaan Umum Daerah Dharma Jaya<br>(Perumda Dharma Jaya)                           | 31.835.700               | 172.671.030             |
| - Perusahaan Umum Daerah Pengelolaan<br>Air Limbah Jaya (Perumda PAL Jaya)              | 564.888.000              | -                       |
| <b>Jumlah Utang usaha pihak berelasi</b>                                                | <b>596.723.700</b>       | <b>172.671.030</b>      |
| <b>Jumlah liabilitas</b>                                                                | <b>236.264.222.853</b>   | <b>215.263.826.529</b>  |
| <b>Presentase terhadap jumlah liabilitas</b><br><i>(lihat Catatan 16)</i>               | <b>0,25%</b>             | <b>0,08%</b>            |
| <b>d. Kewajiban PBB</b>                                                                 |                          |                         |
| - Badan Pajak dan Retribusi Daerah<br>(BPRD)                                            | 31.881.084.428           | 24.822.643.123          |
| <b>Jumlah Kewajiban PBB</b>                                                             | <b>31.881.084.428</b>    | <b>24.822.643.123</b>   |
| <b>Jumlah liabilitas</b>                                                                | <b>236.264.222.853</b>   | <b>215.263.826.529</b>  |
| <b>Presentase terhadap jumlah liabilitas</b><br><i>(lihat Catatan 17)</i>               | <b>13,49%</b>            | <b>11,53%</b>           |
| <b>e. Pendapatan pihak berelasi</b>                                                     |                          |                         |
| - Panitia Nasional Karnaval Kemerdekaan<br>Hari Ulang Tahun ke-80 Republik<br>Indonesia | 22.552.176.500           | -                       |
| - Dinas Pariwisata dan Ekonomi Kreatif<br>Provinsi DKI Jakarta                          | 18.894.213.494           | -                       |
| - PT Transportasi Jakarta                                                               | 9.428.587.413            | 3.726.314.399           |
| - Badan Pengembangan Sumber Daya<br>Manusia Provinsi DKI Jakarta                        | 8.025.845.700            | 3.445.421.322           |
| - PT Bank DKI (Bank Jakarta)                                                            | 3.648.649.040            | 962.229.877             |
| - Perusahaan Umum Daerah Air Minum<br>Jaya (Perumda PAM Jaya)                           | 3.290.886.025            | 694.627.220             |

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**33. SIFAT DAN TRANSAKSI HUBUNGAN BERELASI (lanjutan)**

| Uraian                                                                                      | 31 Desember 2025       | 31 Desember 2024      |
|---------------------------------------------------------------------------------------------|------------------------|-----------------------|
| <b>e. Pendapatan pihak berelasi (lanjutan)</b>                                              |                        |                       |
| - Badan Perencanaan Pembangunan Daerah Provinsi DKI Jakarta (Bappeda)                       | 2.648.880.000          | -                     |
| - PT Pembangunan Jaya Ancol Tbk                                                             | 1.289.218.590          | 227.758.000           |
| - Dinas Perindustrian, Perdagangan, Koperasi, Usaha Kecil dan Menengah Provinsi DKI Jakarta | 1.001.446.281          | 151.942.149           |
| - Lain-lain                                                                                 | 7.237.939.131          | 6.970.714.577         |
| <b>Jumlah Pendapatan pihak berelasi</b>                                                     | <b>78.017.842.173</b>  | <b>16.179.007.543</b> |
| <b>Jumlah Pendapatan</b>                                                                    | <b>179.087.570.646</b> | <b>97.250.320.551</b> |
| <b>Presentase terhadap jumlah pendapatan</b><br><i>(lihat Catatan 28)</i>                   | <b>43,56%</b>          | <b>16,64%</b>         |

**34. RISIKO MANAJEMEN KEUANGAN**

Risiko kredit

Risiko kredit adalah risiko bahwa Perusahaan akan mengalami kerugian yang timbul dari pelanggan atau pihak lawan akibat gagal memenuhi liabilitas kontraktualnya. Manajemen berpendapat bahwa tidak terdapat risiko kredit yang terkonsentrasi secara signifikan. Perusahaan mengendalikan risiko kredit dengan cara melakukan hubungan usaha dengan pihak lain yang memiliki kredibilitas, menetapkan kebijakan verifikasi dan otorisasi kredit, serta memantau kolektibilitas piutang secara berkala untuk mengurangi jumlah piutang tak tertagih.

Kualitas kredit dari aset keuangan baik yang belum jatuh tempo atau tidak mengalami penurunan nilai dan jatuh tempo tetapi tidak mengalami penurunan nilai dapat dinilai dengan mengacu pada peringkat kredit eksternal (jika tersedia) atau mengacu pada informasi historis mengenai tingkat gagal bayar debitur.

Tabel berikut memberikan kualitas kredit dan analisis umur aset keuangan Perusahaan sesuai dengan peringkat kredit debitur Perusahaan pada tanggal 31 Desember 2025 dan 31 Desember 2024

| 31 Desember 2025                                       |                                                          |                                                 |                        |
|--------------------------------------------------------|----------------------------------------------------------|-------------------------------------------------|------------------------|
| Belum jatuh tempo atau tidak mengalami penurunan nilai | Telah jatuh tempo tetapi tidak mengalami penurunan nilai | Telah jatuh tempo dan mengalami penurunan nilai | Jumlah                 |
| Kas dan setara kas                                     | 37.769.891.176                                           | -                                               | 37.769.891.176         |
| Piutang usaha                                          | 2.225.819.780                                            | 3.776.027.514                                   | 3.120.965.810          |
| <b>Jumlah</b>                                          | <b>39.995.710.956</b>                                    | <b>3.776.027.514</b>                            | <b>40.890.856.986</b>  |
| 31 Desember 2024                                       |                                                          |                                                 |                        |
| Belum jatuh tempo atau tidak mengalami penurunan nilai | Telah jatuh tempo tetapi tidak mengalami penurunan nilai | Telah jatuh tempo dan mengalami penurunan nilai | Jumlah                 |
| Kas dan setara kas                                     | 111.214.461.963                                          | -                                               | 111.214.461.963        |
| Piutang usaha                                          | 2.116.609.189                                            | 4.080.100.043                                   | 3.340.477.197          |
| <b>Jumlah</b>                                          | <b>113.331.071.136</b>                                   | <b>4.080.100.043</b>                            | <b>114.554.939.160</b> |

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**34. RISIKO MANAJEMEN KEUANGAN** *(lanjutan)*

Risiko likuiditas

Risiko likuiditas adalah risiko kerugian yang timbul karena Perusahaan tidak memiliki arus kas yang cukup untuk memenuhi liabilitasnya.

Dalam pengelolaan risiko likuiditas, manajemen memantau dan menjaga jumlah kas dan setara kas yang dianggap memadai untuk membiayai operasional Perusahaan dan untuk mengatasi dampak fluktuasi arus kas. Manajemen juga melakukan evaluasi berkala atas proyeksi arus kas dan arus kas aktual, termasuk jadwal jatuh tempo utang dan terus-menerus melakukan penelaahan pasar keuangan untuk mendapatkan sumber pendanaan yang optimal.

Tabel di bawah ini menunjukkan analisis jatuh tempo liabilitas keuangan Perusahaan dalam rentang waktu yang menunjukkan jatuh tempo kontraktual untuk semua liabilitas keuangan dimana jatuh tempo kontraktual sangat penting untuk pemahaman terhadap arus kas. Jumlah yang diungkapkan dalam tabel adalah arus kas kontraktual yang tidak terdiskonto (termasuk pembayaran pokok dan bunga).

| <b>31 Desember 2025</b> |                                |                       |                           |                       |
|-------------------------|--------------------------------|-----------------------|---------------------------|-----------------------|
|                         | <b>Jatuh Tempo<br/>1 Tahun</b> | <b>1 – 5 Tahun</b>    | <b>Diatas<br/>5 Tahun</b> | <b>Jumlah</b>         |
| Utang bank              | 17.000.000.000                 | -                     | -                         | 17.000.000.000        |
| Utang usaha             | 6.910.716.765                  | -                     | -                         | 6.910.716.765         |
| Utang lain-lain         | 41.264.259.399                 | 23.735.939.517        | -                         | 65.000.198.916        |
| <b>Jumlah</b>           | <b>65.174.976.164</b>          | <b>23.735.939.517</b> | <b>-</b>                  | <b>88.910.915.681</b> |

| <b>31 Desember 2024</b> |                                |                    |                           |                       |
|-------------------------|--------------------------------|--------------------|---------------------------|-----------------------|
|                         | <b>Jatuh Tempo<br/>1 Tahun</b> | <b>1 – 5 Tahun</b> | <b>Diatas<br/>5 Tahun</b> | <b>Jumlah</b>         |
| Utang bank              | 7.766.049.259                  | -                  | -                         | 7.766.049.259         |
| Utang usaha             | 6.296.679.542                  | -                  | -                         | 6.296.679.542         |
| Utang lain-lain         | 65.126.532.691                 | -                  | -                         | 65.126.532.691        |
| <b>Jumlah</b>           | <b>79.189.261.492</b>          | <b>-</b>           | <b>-</b>                  | <b>79.189.261.492</b> |

**Manajemen Permodalan**

Tujuan Perusahaan dalam mengelola permodalan adalah untuk mempertahankan kelangsungan usaha Perusahaan guna memberikan imbal hasil kepada pemegang saham dan manfaat kepada pemangku kepentingan lainnya serta menjaga struktur modal yang optimal untuk mengurangi biaya modal.

Perusahaan secara aktif dan rutin menelaah dan mengelola struktur permodalan untuk memastikan struktur modal dan hasil pengembalian ke pemegang saham yang optimal, dengan mempertimbangkan kebutuhan modal masa depan dan efisiensi modal Perusahaan, proyeksi profitabilitas masa sekarang dan yang akan datang, proyeksi arus kas operasi, proyeksi pengeluaran barang modal, dan proyeksi peluang investasi yang strategis. Untuk mempertahankan atau menyesuaikan struktur modal, Perusahaan dapat menyesuaikan jumlah dividen yang dibayar kepada pemegang saham, menerbitkan saham baru atau menjual aset untuk mengurangi utang.

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**34. RISIKO MANAJEMEN KEUANGAN (lanjutan)**

Perusahaan memonitor permodalan berdasarkan rasio gearing. Rasio gearing dihitung dengan membagi pinjaman bersih dengan jumlah modal. Pinjaman bersih dihitung dari jumlah pinjaman (termasuk pinjaman jangka pendek dan jangka panjang yang disajikan pada laporan posisi keuangan) dikurangi kas dan setara kas. Jumlah modal dihitung dari "ekuitas" seperti yang ada pada laporan posisi keuangan dibagi pinjaman bersih.

Rasio pada tanggal 31 Desember 2025 dan 2024 adalah sebagai berikut:

|                               | 31 Desember 2025 | 31 Desember 2024 |
|-------------------------------|------------------|------------------|
| Jumlah liabilitas, dikurangi: | 236.264.222.853  | 215.263.826.529  |
| Kas dan setara kas            | 37.769.891.176   | 111.214.461.963  |
| Liabilitas bersih             | 198.494.331.677  | 104.049.364.566  |
| Jumlah ekuitas                | 780.733.543.273  | 660.937.273.332  |
| <b>Rasio Gearing</b>          | <b>25,42%</b>    | <b>15,74%</b>    |

**35. INSTRUMEN KEUANGAN**

Estimasi nilai wajar

Nilai wajar aset dan liabilitas keuangan diestimasi untuk keperluan pengakuan dan pengukuran atau untuk keperluan pengungkapan.

PSAK 113, "Pengukuran nilai wajar" mensyaratkan pengungkapan atas pengukuran nilai wajar. Tabel berikut menyajikan nilai tercatat dari instrumen keuangan yang dicatat dari instrumen keuangan yang dicatat di laporan posisi keuangan dan taksiran nilai wajar pada tanggal 31 Desember 2025 dan 2024.

|                                   | 31 Desember 2025      |                       | 31 Desember 2024       |                        |
|-----------------------------------|-----------------------|-----------------------|------------------------|------------------------|
|                                   | Nilai tercatat        | Estimasi nilai wajar  | Nilai tercatat         | Estimasi nilai wajar   |
| <b>Aset Keuangan</b>              |                       |                       |                        |                        |
| Kas dan setara kas                | 37.769.891.176        | 37.769.891.176        | 111.214.461.963        | 111.214.461.963        |
| Piutang usaha                     | 6.001.847.294         | 3.120.965.810         | 6.196.709.232          | 3.340.477.197          |
| <b>Jumlah Aset Keuangan</b>       | <b>43.771.738.470</b> | <b>40.890.856.986</b> | <b>117.411.171.195</b> | <b>114.554.939.160</b> |
|                                   |                       |                       |                        |                        |
|                                   | 31 Desember 2025      |                       | 31 Desember 2024       |                        |
|                                   | Nilai tercatat        | Estimasi nilai wajar  | Nilai tercatat         | Estimasi nilai wajar   |
| <b>Liabilitas Keuangan</b>        |                       |                       |                        |                        |
| Utang usaha                       | 6.910.716.765         | 6.910.716.765         | 6.296.679.542          | 6.296.679.542          |
| Utang lain-lain                   | 65.000.198.916        | 65.000.198.916        | 65.126.532.691         | 65.126.532.691         |
| <b>Jumlah Liabilitas Keuangan</b> | <b>71.910.915.681</b> | <b>71.910.915.681</b> | <b>71.423.212.233</b>  | <b>71.423.212.233</b>  |



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**36. REKLASIFIKASI AKUN**

Pada tahun 2024, melakukan reklasifikasi akun pada laporan posisi keuangan untuk saldo per 31 Desember 2024 agar sesuai dengan penyajian laporan keuangan pada tanggal 31 Desember 2025:

|                                 | Dilaporkan<br>Sebelumnya | Penyesuaian      | Disajikan Kembali     |
|---------------------------------|--------------------------|------------------|-----------------------|
| Beban akrual                    | 34.352.342.791           | (24.822.643.123) | 9.529.699.668         |
| Utang lain-lain - jangka pendek | 40.303.889.568           | 24.822.643.123   | 65.126.532.691        |
| <b>Jumlah</b>                   | <b>74.656.232.359</b>    | <b>-</b>         | <b>74.656.232.359</b> |

**37. SALDO DEFISIT**

Laporan keuangan disusun dengan anggapan Perusahaan akan melanjutkan usahanya secara berkesinambungan dan tidak mencakup adanya penyesuaian sebagai akibat adanya ketidakpastian tentang kelangsungan hidup Perusahaan. Manajemen terus memantau secara seksama operasi, likuiditas dan sumber daya yang dimiliki Perusahaan, serta bekerja secara aktif untuk mengurangi dampak saat ini dan dampak masa depan dari situasi ini yang belum pernah dialami sebelumnya.

Perusahaan mengalami positif saldo laba pada tanggal 31 Desember 2025 sebesar Rp48.706.035.644 setelah sebelumnya mengalami negatif saldo laba pada tanggal 31 Desember 2024 sebesar Rp71.805.900.245. Perusahaan mengalami positif saldo laba karena adanya keuntungan revaluasi pada tahun 2025 sebesar Rp152.588.466.000.

Pada tahun 2025 pendapatan, laba (rugi) bersih dan EBITDA Perusahaan masing-masing mencapai sebesar Rp179.087.570.646, 120.511.935.889 (yang didalamnya termasuk laba revaluasi properti investasi sebesar Rp152.588.466.000) dan negatif 2.749.026.615, sedangkan pada tahun 2024 masing-masing mencapai sebesar Rp97.250.320.551, Rp74.234.385.645 (yang didalamnya termasuk laba revaluasi properti investasi sebesar Rp123.593.612.500) dan negatif Rp30.722.143.833.

Kemampuan Perusahaan untuk mempertahankan kelangsungan usahanya dan menghadapi tantangan-tantangan eksternal bergantung pada strategi Perusahaan dalam memperbaiki operasi, kinerja, dan posisi keuangannya.

Strategi usaha PT Jakarta Tourisindo (Perseroda) difokuskan pada penguatan unit bisnis non-hotel, optimalisasi unit hotel eksisting, serta peningkatan efisiensi operasional dan produktivitas organisasi. Strategi usaha tersebut dijabarkan sebagai berikut:

**1. Peningkatan Pendapatan Usaha**

**a. Unit Hotel**

- Melakukan *revenue optimization* melalui peningkatan tingkat hunian dan pemanfaatan fasilitas hotel (room, F&B, dan MICE).
- Menetapkan strategi harga yang kompetitif berbasis *market intelligence* terhadap pesaing di wilayah sekitar.
- Mengembangkan paket penjualan terintegrasi (*bundling package*) antara kamar, F&B, dan kegiatan MICE untuk meningkatkan nilai transaksi per tamu (*average check*).
- Meningkatkan kolaborasi penjualan dengan *online travel agent (OTA)*, *corporate account*, dan lembaga pemerintahan untuk memperluas pangsa pasar.
- Memperbaiki efisiensi operasional hotel dengan penerapan sistem digitalisasi pengelolaan inventori dan biaya bahan baku.

**37. SALDO DEFISIT (lanjutan)**

**1. Peningkatan Pendapatan Usaha (lanjutan)**

**b. Unit Non-Hotel**

- Menjadikan sektor pariwisata dan pengelolaan aset sebagai motor utama pertumbuhan pendapatan dan EBITDA perusahaan.
- Mengembangkan kalender even tahunan (*annual event calendar*) dengan melibatkan kolaborasi bersama pemerintah pusat, pemerintah daerah, BUMN, BUMD, dan komunitas kreatif.
- Mengoptimalkan aset *advertising/naming rights* seperti *creative zone*, *mobile kiosk*, *JSX*, dan area komersial lainnya melalui skema kemitraan jangka menengah.
- Mendorong pengembangan bisnis berbasis *catering*, *event management*, *sponsorship*, *experiential marketing*, dan *collaboration platform* untuk memperkuat pendapatan non-hotel.
- Mengkaji potensi monetisasi aset non-produktif menjadi aset komersial atau ruang promosi berbayar.

**2. Strategi Peningkatan Produktivitas dan Restrukturisasi Organisasi**

- Melaksanakan restrukturisasi organisasi untuk menyesuaikan struktur dengan arah bisnis baru (*non-hotel driven*). Menyusun struktur organisasi yang lebih ramping, efektif, dan berbasis kinerja (*performance-based organization*).
- Meningkatkan peran fungsi *business development* dan *partnership management* guna mempercepat ekspansi kerja sama di sektor pariwisata dan pengelolaan aset.

**3. Strategi Pengembangan dan Peningkatan Kualitas SDM**

- Melaksanakan program pelatihan berbasis kompetensi untuk mendukung pengembangan bisnis non-hotel, khususnya dalam bidang *event management*, *marketing*, dan pengelolaan aset.
- Mengimplementasikan sistem penghargaan (*reward and recognition system*) berbasis kinerja guna meningkatkan produktivitas karyawan.
- Menyusun *succession plan* untuk memastikan keberlanjutan kepemimpinan di setiap unit bisnis strategis.
- Mendorong budaya kerja kolaboratif dan adaptif terhadap perubahan arah bisnis perusahaan.

**4. Strategi Efisiensi Beban dan Biaya**

**a. Efisiensi Beban Pegawai**

- Melakukan rasionalisasi jumlah tenaga kerja dengan mengurangi tenaga harian (*daily worker*) dan meninjau kembali keberlanjutan kontrak berdasarkan kinerja.
- Melakukan evaluasi terhadap pegawai tetap berdasarkan produktivitas dan nilai kontribusi terhadap perusahaan.
- Menyusun mekanisme komunikasi internal agar proses efisiensi dapat diterima secara transparan oleh seluruh pegawai.

**b. Efisiensi Beban Operasional**

- Menurunkan rasio beban makanan dan minuman, beban operasional langsung, dan beban pemeliharaan dengan prinsip prioritas pada kegiatan berdampak langsung terhadap pendapatan.
- Mengoptimalkan *energy management system* di seluruh unit hotel untuk menekan biaya listrik dan utilitas.
- Menerapkan *procurement centralization* guna memperoleh efisiensi harga barang dan jasa.
- Melakukan *cost monitoring* rutin dengan sistem pelaporan digital dan analisis tren biaya per unit bisnis.

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**37. SALDO DEFISIT (lanjutan)**

**5. Strategi Penataan Legalitas dan Pengelolaan Aset**

- Melanjutkan proses legalisasi dan sertifikasi aset tanah serta bangunan milik perusahaan.
- Menyusun *asset optimization roadmap* untuk memastikan seluruh aset memberikan kontribusi ekonomi langsung (baik berupa pendapatan sewa, kemitraan, maupun promosi).
- Menyiapkan portofolio aset yang siap untuk kerja sama investasi (*bankable assets*) guna menarik minat mitra strategis.

**6. Strategi Arah Keuangan dan Kinerja**

- Menargetkan pertumbuhan pendapatan non-hotel sebagai penyumbang utama EBITDA pada 2026
- Penyediaan modal kerja
- Menekan kerugian operasional melalui efisiensi biaya tetap dan variable di unit hotel.
- Mengarahkan seluruh strategi 2026 sebagai fondasi untuk mencapai *NOP (Net Operating Profit)* positif, menandakan tercapainya profitabilitas berkelanjutan dan kemandirian finansial perusahaan.

Kemampuan Perusahaan untuk mempertahankan kelangsungan usahanya dan menghadapi tantangan-tantangan eksternal di atas bergantung pada kemampuan Perusahaan untuk menghasilkan arus kas yang cukup untuk membayar liabilitas secara tepat waktu dan mematuhi persyaratan dan ketentuan perjanjian kredit, serta kemampuan Perusahaan memperbaiki operasi, kinerja, dan posisi keuangannya.

Laporan keuangan ini disusun dengan asumsi bahwa Perusahaan akan terus beroperasi secara berkelanjutan.

**38. PERISTIWA SETELAH TANGGAL PELAPORAN**

Tidak terdapat peristiwa setelah tanggal pelaporan yang dapat berpengaruh terhadap laporan keuangan.

**39. PENYELESAIAN LAPORAN KEUANGAN**

Manajemen Perusahaan bertanggung jawab atas penyusunan laporan keuangan yang telah diselesaikan pada tanggal 25 Maret 2026.





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